

Beyond Convention

10 REMARKABLE YEARS
IN BOSTON'S MEETINGS &
CONVENTIONS EXPERIENCE

Signature
BOSTONTM

Remarkable experiences.
Imagination realized.SM

MASSACHUSETTS CONVENTION CENTER AUTHORITY



GOVERNOR DEVAL L. PATRICK

“Congratulations to the Boston Convention & Exhibition Center on 10 years of success. The BCEC helps showcase the best Massachusetts has to offer, drawing thousands of visitors from around the world and providing tremendous economic return to the Commonwealth.”

PHOTO: In October 2012, Governor Deval Patrick visited the AdvaMed 2012 Conference at the BCEC, where he announced that ARGO Medical Technologies, an Israeli-founded exoskeleton technology leader, had selected Massachusetts for its U.S. headquarters.

Photo Credit: Eric Haynes / Governor's Office



MAYOR MARTIN J. WALSH

“In just 10 years, the City of Boston has changed in remarkable ways, particularly in the South Boston Waterfront. The MCCA and the Boston Convention & Exhibition Center played a critical role in shepherding that change, not only by creating a world-class meeting place for international thought leaders, but by generating the type of activity that supports Boston's key industries, creates jobs and spurs development.”

PHOTO: Mayor Martin J. Walsh delivers remarks at the annual Martin Luther King, Jr. Breakfast.

Photo Credit: Don Harney / City of Boston



FOR THE LAST 10 YEARS, we have been driven by a bold vision for Boston's meetings and conventions industry: to not only compete successfully in the North American meetings industry, but to become a world-leading convention destination. To bring our vision to life, the Commonwealth, the City of Boston, the business and hospitality communities, and the taxpayers came together a decade ago to build and support the Boston Convention & Exhibition Center.

On this, the 10-year anniversary of the opening of the BCEC, we have much to celebrate. Throughout the last decade, the MCCA has assembled a world-class staff, built a powerhouse marketing office in the Boston Convention Marketing Center, given new life to the Hynes Convention Center, turned the MassMutual Center into an economic engine for Springfield and the Pioneer Valley, and revitalized the Boston Common Garage – all for the benefit of the Commonwealth of Massachusetts and its residents.

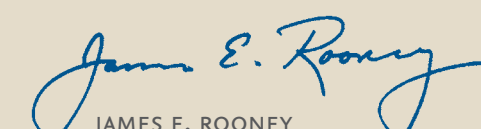
Thanks to the overwhelming support for our vision, success came quickly for the MCCA. By 2006, Boston was a top 10 convention destination, and events at the BCEC and Hynes Convention Center were generating close to 600,000 hotel room nights. We're continuing that success today. In 2014, events at our centers will generate 629,000 hotel room nights and \$680 million in economic activity – the most since we opened the BCEC in 2004.

Today, Boston is known as a premier meetings and conventions destination. The BCEC and the Hynes are among the most technologically advanced centers in the world, and the MCCA is known for customer service excellence without equal. Our ability to execute world-class meetings beyond our clients' expectations is no longer just something we are proud of: it has become our signature.

Which is why, as we start a second decade of unparalleled success, we have adopted a new identity for the Boston meetings and conventions experience: **Signature Boston.**

Unique and personal, a signature represents a promise that defines who we are and what we stand for. Signature Boston is what we expect from every interaction with our clients, guests, and partners. It is our commitment to make every event we host in our city as successful as it can possibly be. An aspirational brand, Signature Boston will carry us into the future as we continue to elevate our service and set industry trends worldwide.

The last 10 years have been exciting and challenging, and we expect nothing less from the years ahead. At the MCCA, we are capitalizing on every opportunity to compete harder and, in turn, increase the economic return for Massachusetts. We hope that you enjoy this brief look at the story of our success as a convention destination – a success built on belief, hard work, and an unwavering commitment to exceeding expectations. We believe, however, that the past is merely prologue, and we're hard at work carrying our achievements far into the future.


JAMES E. ROONEY
Executive Director


MICHELLE SHELL
Board Chair

A VISION FOR BOSTON BECOMES A REALITY

10 years ago, the Massachusetts Convention Center Authority opened the doors of the Boston Convention & Exhibition Center with a solid plan to steadily grow Boston's share of the meetings and conventions industry.



We had done enough research and planning to see that Boston could compete and succeed in the meetings market, but were not prepared for just how quickly that success would come. Once the doors of the BCEC opened, we experienced a quick surge of growth: the number of events, attendance and hotel room nights nearly tripled between the BCEC's inauguration in 2004 to 2006, not just in the Waterfront, but also at the Hynes Convention Center.

A DECADE LATER Boston has fully arrived as a premier event destination, competing not just for the largest U.S. events, but for international meetings and conventions as well. Just three years after the opening of the BCEC in 2004, Boston broke through the competition and into the coveted Top 10 list of meetings and convention destinations in the United States. We've also been consistently ranked as the number one U.S. destination for international events. In fact, thanks to our world-recognized leadership in technology and customer service, combined with our city's reputation as a knowledge capital, our market share of the thriving meetings industry has grown more than 25 percent in just 10 years, faster than that of any other U.S. city.

In 10 years we've hosted:

2,400
EVENTS

7.2
MILLION
ATTENDEES

We've supported:

5,300
JOBS
ANNUALLY

And created:

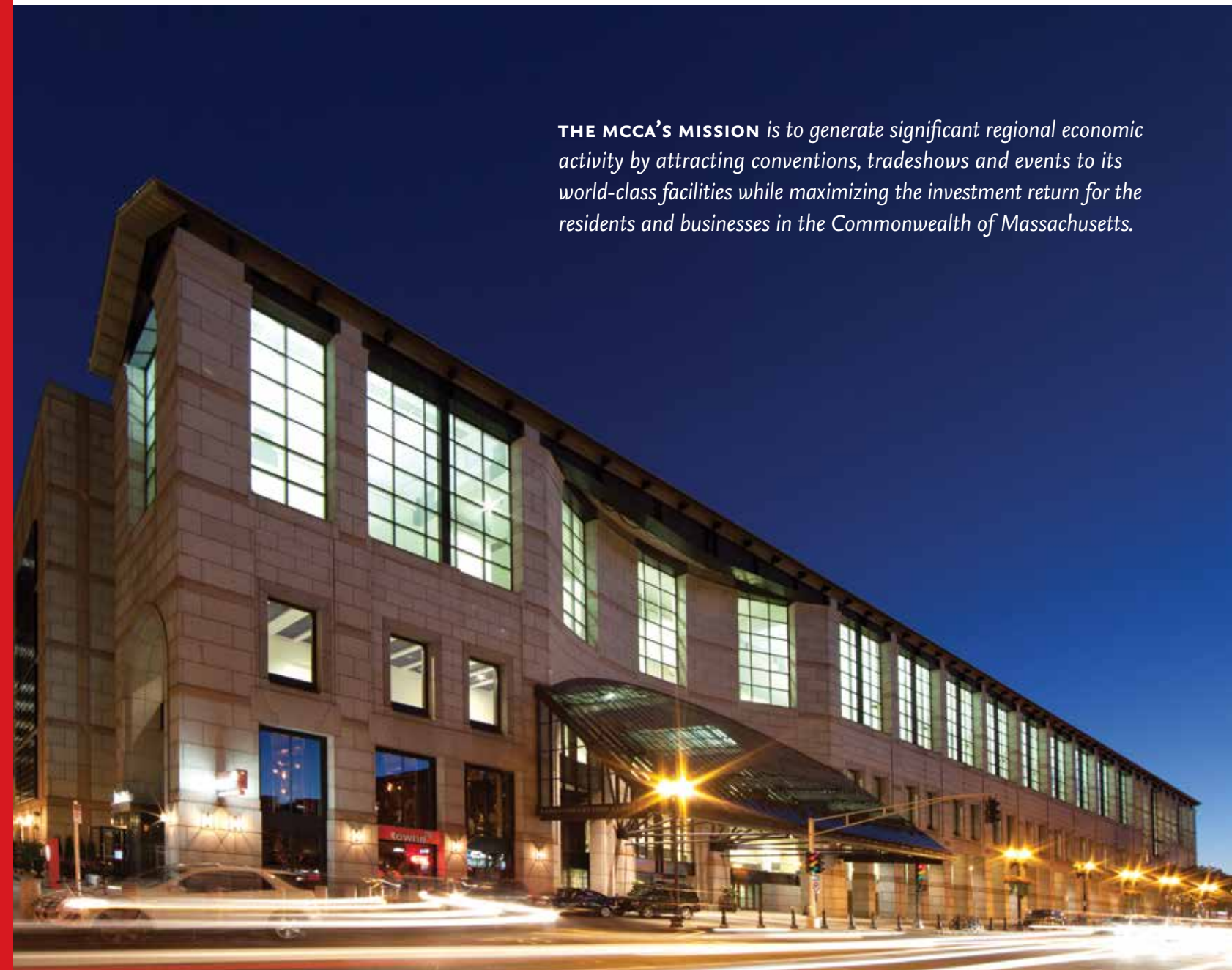
5.2
MILLION
HOTEL ROOM
NIGHT STAYS

\$292
MILLION
IN CITY AND
STATE TAXES

\$5.3
BILLION
IN ECONOMIC
ACTIVITY*

*The calculator used to measure the annual economic impact created by events at the BCEC and Hynes was developed and audited by a third-party expert.

THE MCCA'S MISSION is to generate significant regional economic activity by attracting conventions, tradeshow and events to its world-class facilities while maximizing the investment return for the residents and businesses in the Commonwealth of Massachusetts.





LEADERSHIP: *The decision to move forward with the construction of the BCEC was not an easy one. Thanks to collaborative leadership at many levels, our vision for the waterfront prevailed.*

THE DECISION TO MOVE FORWARD with the construction of the BCEC was not an easy one. It took a bold and well-thought out plan to get the project done. Opposition was loud before work on the project began, and, as building costs started to rise during construction, the negative attention only grew. These challenges could have compromised the success of the project, but thanks to collaborative leadership at many levels, our vision for the BCEC prevailed.

Former Mayor Thomas M. Menino was one of the MCCA's strongest advocates. He saw the BCEC as a catalyst for the transformation of the Seaport District from an underdeveloped neighborhood into a thriving hub of innovation. He understood the potential for Boston and the South Boston Waterfront to be a center of economic and cultural activity, and made sure that the BCEC project was successful. Thanks to his foresight and governance, the MCCA and the BCEC are thriving, while the Innovation District that he helped bring to life became a powerful draw for meetings and events from around the world.

Besides Mayor Menino, the 2004 MCCA Board of Directors set the stage for a successful construction project and carried out our vision for the BCEC. Gloria Cordes Larson, Board President at the time, was determined to get the BCEC built on time and on budget, even if it meant making difficult decisions. Along with Board Vice Chair Dean Stratouly, Gloria led the board through financial challenges during the construction phase of the BCEC and made important decisions about the MCCA's organizational leadership, always keeping the needs of the Commonwealth front and center. Gloria and Dean took a hands-on approach, working side by side with Jim Rooney on-site during the design and construction of the BCEC, offering wise counsel and guiding the project – and the entire MCCA – forward.



"The Commonwealth and the MCCA invested significantly in making the Boston Convention & Exhibition Center the best facility in the meetings industry. As we got closer to opening day, we knew we needed someone with a proven track record of success to make that vision for the BCEC a reality. Jim Rooney's leadership throughout the construction of the facility garnered the BCEC project praise as one of the best-run public works projects in the country. We knew that Jim was the person we needed in charge to ensure that we realized our potential as a leader in the industry. I'm proud to say we made the right call, and I'm thrilled by the incredible success the MCCA has realized in just 10 years."

GLORIA CORDES LARSON, JD
PRESIDENT, BENTLEY UNIVERSITY
MCCA BOARD CHAIR 1998-2010

Menino saw the untapped potential of the Seaport District.



"In my 20-year tenure as Boston's Mayor I saw many changes in this great city. The emergence of the South Boston Waterfront as a vibrant, mixed-use neighborhood where thousands of visitors and residents gather each year to share ideas and make things happen is one of those changes that we all should celebrate. So much of this activity is anchored by the presence of the BCEC, and the MCCA's ability to attract events that highlight Boston's significant role influencing global leadership in the areas of science, health, education and technology. This is just the beginning – the South Boston Waterfront will continue to grow and thrive as its reputation for innovation and economic development is bolstered by the ongoing success of the BCEC."

THOMAS M. MENINO, FORMER MAYOR, CITY OF BOSTON

\$5.3 BILLION

economic return to the Commonwealth.

\$850
MILLION

*initial investment
in construction of
the BCEC*



New D Street Hotels are shovel ready after a December groundbreaking that featured speakers including Senator Linda Dorcea Forry, Mayor Martin J. Walsh, and former Mayor Thomas M. Menino.

Thanks to bold, effective leadership, the MCCA achieved incredible success in a short time. Today, our Board of Directors is leading the MCCA and the BCEC into the future with the Top 5 campaign. The board – with significant input from local elected officials, the Boston hospitality community, our customers and many community leaders – has developed a clear plan of action to expand the BCEC and invest in hotel infrastructure around the South Boston Waterfront to grow Boston's convention business.

The leadership that brought Boston to the forefront of the meetings and conventions industry is a reflection of the pride Bostonians have for their city, as well as their faith that Boston is the best place in the world to hold meeting and conventions.

Thanks to bold and smart leadership, the economic benefits of meetings in Boston greatly surpass the initial cost of building the BCEC.

"The Massachusetts Convention Center Authority is a leader in every facet of the convention industry from the cutting-edge services and facilities we offer, the way we partner with our customers to bring their events to life and the level of inventiveness with which we engage our community and industry partners. Boston is competing for business in a 21st century knowledge-based global economy, and at the board level we know that we need to keep the MCCA ahead of industry trends – and Boston ahead of the pack not only when it comes to delighting our visitors, but also as it relates to delivering sustained economic value for the Commonwealth. Leading a future-driven organization is an exciting job, and I can assure you that Boston and the MCCA is firmly set to lead the way when it comes to meetings and conventions for many years to come."

MICHELLE A. SHELL, MCCA BOARD CHAIR

2004 Board of Directors

GLORIA CORDES LARSON, ESQ.
Board Chair, President, Bentley University

PETER J. BASSETT
President, Bristol Property Management

JAMES E. BYRNE, ESQ.
Associate Professor of Law,
George Mason University School of Law

CHARLIE CHIEPPO
Owner, Chieppo Strategies
Senior Fellow, Pioneer Institute for Public
Policy Research

LISA A. CALISE
Chief Financial Officer,
Perkins School for the Blind

CHERYL CRONIN
Partner, Cronin & Leonard

DR. ROSABETH MOSS KANTER
Ernest L. Arbuckle Professor of Business
Administration, Harvard Business School

ROBERT T. KENNEY
Founder and CEO
Kenney Development Company

ADAM KIRSCH
Director, Invaluable Group Ltd.

REV. MSGR. THOMAS J. MCDONNELL*

JOSEPH A. MILANO
Owner/President, Ye Olde Union Oyster House

PAUL C. PICKNELLY
President, Monarch Enterprises, LLC

DEAN F. STRATOULY
Co-Founder and President
The Congress Group, Inc.

*Deceased



INFRASTRUCTURE: *In 2003, Boston's place in the meetings industry was uncertain...By 2006, we were hosting enough of the country's largest events to be listed in North America's Top 10 convention destinations.*



BEFORE THE IDEA for the BCEC came to life, Boston's place in the meetings industry was uncertain. The Hynes, while a popular and convenient venue, faced limitations as far as the amount and types of space it offered. As we worked on designing the new BCEC, we knew that in order to move Boston into a group of elite international convention destinations, we would need to make a significant investment in the infrastructure of both the BCEC and the existing Hynes Convention Center. We solicited input from many of the world's most successful meeting professionals and studied industry trends carefully to help inform our design decisions. As a result, the BCEC was built to be a meeting planner's dream, offering flexible and customizable spaces, the largest ballroom in New England with picturesque views, and a contiguous exhibit hall located on the ground level. At the Hynes, we focused on modernizing the lighting system and updating meeting room spaces.

These investments paid off quickly. By 2006, we were hosting enough of the country's largest events to be listed in North America's Top 10 convention destinations. In 2007, the BCEC was honored as the Convention Center of the Year at the Event Solutions Spotlight Awards. Within five years, we had surpassed nearly all projections set for the success of the BCEC.

In 2011, the BCEC and the Hynes were both awarded the Gold Standard of excellence, the highest ranking possible for a convention venue, by the International Association of Congress Centres (AIPC), making Boston the 12th city worldwide to achieve this designation (only the 4th city in North America) and the only city in the world with two awards.

Within five years, we had surpassed nearly all projections set for the success of the BCEC.



At the Hynes, we focused on modernizing the lighting system and updating meeting room spaces.

From 2004-2009 the BCEC exceeded predictions for its success

PREDICTION	RESULT
242 events in the first five years	634 events hosted
1.14 million hotel room nights	1.3 million booked
\$339 million in economic impact	\$1.4 billion created

"On behalf of the Thomson Reuters team covering Election Night 2012 here in Boston, I wish to express my thanks for a job well done with providing, provisioning and managing the network [...] As a result, coverage by Thomson Reuters of Election Night 2012 in Boston was a success."

TESTIMONIAL FROM **JOSEPH LUKACH**
EDITORIAL FIELD SPECIALIST, THOMSON REUTERS



Timeline of success

2007

BCEC named “Convention Center of the Year,”
Event Solutions magazine, Spotlight Awards

2009

Innovation Award for the MCCA’s open-source
event management system, Showbiz, Red Hat
and JBoss

2011

The BCEC and the Hynes are awarded the Gold
Standard of excellence, the highest ranking possible,
International Association of Congress Centres

2012

MCCA wins Digital Screenmedia Association,
DSA Industry Excellence Award for Best
Government Deployment – Digital Signage
for the BCEC’s Marquee

2013

MCCA recognized for “Best in Show” in their
annual Meetings Industry Showcase by the
Professional Convention Management Association’s
Convene Magazine

Best High Tech Facility: for the BCEC by the
Professional Convention Management Association’s
Convene Magazine Meetings Industry Showcase

Best Venue Initiative: for our complimentary
wireless network at the BCEC and Hynes by the
Professional Convention Management Association’s
Convene Magazine Meetings Industry Showcase

MCCA awarded 2013 Delegates Choice Innovation
Award for its event management system Showbiz
and its mobile interface MoCCA, International
Association of Congress Centres

2014

MCCA named a CIO Top 100 company
for creating business value through the use
of innovative technology, CIO Magazine

We also paid close attention to the future of meetings technology and made significant investments in both the Hynes and the BCEC. We were the first convention centers to offer fully complimentary and reliable wireless internet throughout our venues and the first to offer customizable building-centered mobile apps to our clients and their attendees. We are also among a handful of convention centers in the U.S. to design and implement our own customizable event management system – the award-winning Showbiz. We offer clients and their sponsors an 80-foot-tall outdoor Marquee and a 160-foot-wide indoor video wall to welcome and engage attendees. Technological advancements such as these have kept Boston ahead of the curve in meetings technology.

As we plan for the future, we’re investing to expand the BCEC and increase the hotel room capacity around the facility to make it possible to accommodate larger events. We’re also designing spaces that meet the needs of modern event planning, including a larger ballroom, more exhibit space, outdoor meeting areas and flexible common spaces for attendees to network and connect to the world. At the Hynes, we’re investing in currently underutilized spaces to create more open and customizable meeting areas, which will increase its domestic and international appeal as a contemporary meetings center. By approaching growth strategically we can both expand our share and make sure that it yields the most economic impact to the region.

*We were the first
convention centers
to offer reliable and
complimentary wireless
internet service.*

“We have, without question, the most technologically advanced convention centers in the world, supported by an incredible IT team who are always up for a challenge. The MCCA is driven to provide excellence to our customers at all levels, but particularly when it comes to technology which is often a significant portion of an event’s budget. Our favorite thing to say to our clients is ‘We can do that!’ And we get to say it all the time.”

STEVEN G. SNYDER, CHIEF INFORMATION OFFICER



Renewing the waterfront

In 2004 the Commonwealth of Massachusetts invested in improving highways and public transit to the Seaport District, cleaning up the Boston Harbor and financing the BCEC project. These investments have led to the emergence of a vibrant and thriving South Boston Waterfront, stimulated in large part by hundreds of thousands of convention attendees who come yearly to the BCEC. As we move forward with a potential BCEC expansion and a Hynes modernization project, we’re continuing to find ways to return the Commonwealth’s investment in the BCEC by contributing to the hospitality infrastructure of the South Boston Waterfront.

EVENTS: *Drawing from our strength in life science, education, and technology, we have been extraordinarily successful in attracting national and international events that have energized our regional economy.*



BACK WHEN THE DECISION WAS MADE to move forward with the BCEC, our leaders were convinced that Boston was underselling itself as a meetings destination. It was clear that we could and should do more to attract events that bring major economic impact to the city and region. At the MCCA, we understood that to mean that our task went beyond marketing a brand new building, but also drawing from Massachusetts’ strengths as a world leader in life sciences, education, and technology to attract national and international events – and their attendees – in these industries. Just three years after we opened the BCEC in 2004, we had already hosted major events such as the BIO International Convention at the BCEC, with its record-breaking 20,000 attendees and \$21.92 million in economic impact; AIIM On-Demand – the global Association for Information and Image Management – with 35,000 attendees and \$25.74 million in economic impact; and ACM SIGGRAPH, an international community of professionals interested in computer graphics and interactive techniques, with 20,000 attendees and \$20.91 million in economic impact.

And that was just the beginning. Today, technology, medical/life sciences, and education events make up more than 42 percent of the events we host each year. Once they come to Boston, most are anxious to return, thanks to the global attention their events garner while in our city, as well as Boston’s ability to help them achieve record-breaking attendance. Our city’s reputation as a knowledge capital makes it the ideal location for some of the largest and most important international events in the meetings industry.



Economic impact by industry from 2004-2014

	Attendance	Hotel Room Nights	Economic Impact (in millions)
 HIGH-TECH	687,423	672,672	\$571.91
 MEDICAL/LIFE SCIENCE	1,292,599	2,009,048	\$1,481.07
 EDUCATION	688,840	704,725	\$591.83

Today, technology, medical/life sciences, and education events make up more than 42 percent of the events we host each year.

“There’s a remarkable mix here in Boston that fuels innovation and makes it a key place to be if you want to be in the healthcare field. We have all of the stakeholders that it requires to create innovation – a strong concentration of universities, medical centers, research centers and a prominent financial community. It’s also extremely important to draw conferences that support these industries here in Boston not only to draw attention to our proficiency in medical and life sciences, but to encourage the kind of knowledge sharing and international collaboration that can only take place with a culture like Boston’s.”

DAVID MEEKER, MD, CEO, GENZYME





Boston has the culture of innovation and a reputation for technological trailblazing that makes it the perfect location for events like PAX.

While some of our competitors rely on tropical climates to woo conventioners, we have been just as successful leveraging Massachusetts’ prowess in technology, medical and life sciences, academia and finance to not only attract world class events, but to create opportunities for local businesses to grow.

In Massachusetts, conventions and meetings drive business opportunities, create an atmosphere conducive to knowledge exchange, and inspire new ideas. Our events draw international attention to businesses across the Commonwealth. PAX East, the largest gaming event in the East Coast, is a key example. The Penny Arcade Expo hosted its first East Coast event at the Hynes in 2010; it was so popular that it quickly outgrew the Hynes and moved to the BCEC the next year. After two incredibly successful conventions, PAX East announced an agreement with the MCCA that will keep the event in Boston through 2023 and contribute \$325,000 to the Massachusetts Digital Games Institute (MassDiGI) at Becker College in Worcester to foster the future of video game education. Many cities would clamor for such an incredible partnership, but Boston has the culture of innovation and a reputation for technological trailblazing that makes it the perfect location for events like PAX.



Top 5 events in the past 10 years by industry

	Economic Impact (in millions)	Year
 AIIM On Demand	\$25.74	2007
 Penny Arcade Expo East 2014	\$20.93	2014
 Microsoft Tech Ed	\$18.62	2006
 2009 IEEE International Microwave Symposium	\$15.15	2009
 SIBOS	\$15.01	2008
 American Society for Radiation Oncology Annual Meeting 2012	\$24.49	2013
 Yankee Dental Congress 2013	\$24.07	2013
 American Society of Cataract & Refractive Surgery, Inc Annual Symposium and Congress 2014	\$22.77	2014
 2007 BIO International Convention	\$21.92	2007
 American Association of Orthodontists 109th Annual Session	\$20.27	2009
 National Science Teachers Association Annual Convention 2014	\$23.47	2014
 ACM Siggraph 2006	\$20.91	2006
 American Chemical Society	\$19.59	2008
 National School Boards Association Annual National Convention 2012	\$17.42	2012
 American Library Association: Mid Winter Meeting 2010	\$14.42	2010



“The fact that PAX East is held in Boston is a big win. For three days each year the eyes of the video game world are on the city. The event draws tens of thousands of fans, players and developers right to our front door and provides a platform for us to showcase our state’s contributions to the game industry. Their annual donation in support of MassDiGI is just the icing on the cake, allowing us the opportunity to enhance our educational offerings and get more games made in Massachusetts.”

TIM LOEW, EXECUTIVE DIRECTOR, MASSACHUSETTS DIGITAL GAMES INSTITUTE



HOSPITALITY PARTNERSHIPS:

Together with the hospitality industry, we shone a spotlight on Boston's fine hotels, rich history, and our state-of-the-art venues. It worked.

IT TAKES A WHOLE CITY to support events at the BCEC and Hynes. Boston's hospitality culture played a critical role in building our reputation as a leading meetings and conventions destination. In 2003, in preparation for the BCEC's opening, the MCCA worked with the Greater Boston Convention & Visitors Bureau (GBCVB) to launch a comprehensive marketing campaign targeted at the world's most important meeting planners. Branded "Advantage Boston," the campaign showcased our convention facilities within the context of Boston's entire hospitality package. It also directly addressed any misperceptions planners might have had about the city, such as high cost, proximity to Logan Airport and transportation challenges. Working together with our entire hospitality industry, we shone a spotlight on Boston's attractive hotels, our rich history, and our state-of-the-art venues. This integrated approach helped us attract major national conventions during the BCEC's crucial first few years, and far into the future booking calendar.

Today we're still using an integrated approach to market Boston and put our best foot forward when important events come to town. Massport hangs welcome signs at Logan International Airport arrival gates and baggage claim and works with our transportation officials to minimize traffic impact and make sure attendees can get around town easily. Taxicabs play Boston-centric and welcome videos for attendees as they travel to and from their hotels. Local restaurants often offer discounts to attendees with an event badge and ramp up staffing levels to provide quick and efficient service. The GBCVB works with events to help attendees plan meetings with local businesses, or plan receptions at area restaurants. And hotels hold room blocks and offer special rates to conventions to make sure every attendee has a place to stay. The list of partners goes far beyond what's listed here. Boston is now a convention city committed to ensuring that visitors to Boston have an experience that can't be replicated anywhere else.

By the numbers

#8

Boston's current ranking as a U.S. convention destination. We have been ranked in the Top 10 every year since 2006.

#1

Boston has been ranked the #1 U.S. Destination for international association meetings three times since 2004.

1MILLION

taxi rides since 2004

\$1.1
BILLION

spent on food and beverage

\$865
MILLION

spent by conventioners shopping in and around Boston

MORE THAN
5,300

jobs supported by Massachusetts' meetings and conventions industry



"The entire Greater Boston hospitality community is invested in the success of convention activity at the BCEC and the Hynes. When events come to our convention centers, the effects are felt around Boston in a big way – meetings and conventions support thousands of hospitality jobs, and keep our restaurants, shops and hotels thriving throughout the year. This kind of activity is supported by a citywide, team approach that simply can't be matched by other cities. It's this team effort to welcome conventioners that makes Boston the best place to host a meeting in the country. The GBCVB is proud to celebrate 10 years of successful meetings and conventions at the BCEC and Hynes, and we're ready to celebrate many more."

PATRICK MOSCARITOLO, PRESIDENT & CEO,
GREATER BOSTON CONVENTION & VISITORS BUREAU



Working with the hospitality industry, we're making sure that visitors to Boston have an experience that can't be replicated anywhere else.



RELATIONSHIPS: *Over the last 10 years, we have strived to make the local communities a part of who we are and how we operate. These relationships are integral to our success as a meetings destination.*

AS AN ORGANIZATION, we are deeply embedded in our neighborhoods of Boston and Springfield. This is no accident: over the last 10 years, we have made it our mission to go beyond giving back and have made local communities a part of who we are and how we operate. In the early 2000s, when the BCEC was just a plan on paper, we created the Design Advisory Committee (DAC), a group of local elected officials and committee members who helped us work out the details of our operating strategy. Out of that committee, the BCEC's Ring Road – the roadway that surrounds the BCEC and connects to our South Parking Lot – was developed to help mitigate traffic impacts to the South Boston neighborhood. With a BCEC expansion possible in the near future, we've formed another neighborhood advisory committee to help develop a plan for growth that meets the needs of all stakeholders.

From the start we were also invested in making sure that the MCCA represented Boston's incredible cultural and racial diversity. We are deeply committed to workplace diversity, both internally and through contract partners and vendors. In 2002, the MCCA received the Outstanding Leadership Award from the National Association of Minority Contractors, for our efforts in recruiting qualified minority and women contractors, particularly during the construction phase of the BCEC. As we now move forward with the BCEC expansion, we are just as committed to maintaining these partnerships far into the future, ensuring that both the jobs and the success generated by the convention centers go to all residents of the Commonwealth.



Community development

A concept rendering shows the two new hotels on D Street with plenty of retail, restaurant and open space. Projects such as these are being planned with strong community involvement and promise to bring thousands of much needed jobs to the region.

With plans for a BCEC expansion, we are just as committed to ensuring all residents of the state benefit from our accomplishments.

Students participating in Greater Boston's BUILD entrepreneurship program, funded in part by a grant from the MCCA.



"When news hit that New England's largest building was going to be built in our backyards, there was a lot of concern in the neighborhood about negative impacts, especially when it came to traffic congestion. It turned out that our worries were not only being heard, but addressed, thanks to a strong early relationship with Jim Rooney and the MCCA. Since its opening, the BCEC has in fact enhanced our neighborhood with jobs, business and overall community goodwill."

HELEN ALLIX, 2003 DAC MEMBER, NOW TREASURER OF THE SOUTH BOSTON COMMUNITY DEVELOPMENT FOUNDATION

Our involvement

\$2.4 MILLION

Since 2007 the MCCA has awarded \$2.4 million in Community Partnership Grants and \$65,000 in Hospitality Scholarships

100

Donated more than 100 Tons through Conventions C.A.R.E.

1400

Neighborhood Art Program: since 2007, 618 artists, 1,400 pieces displayed, and 39 public art receptions hosted

74

Art on the Marquee: 10 different digital collections, 74 different works shown – all by Massachusetts artists

100

Marquee: has featured more than 100 local nonprofit events with complimentary advertising

Our facilities are full of paintings, photographs and sculptures created by Massachusetts artists.

While our events create economic impact shared by the entire Commonwealth, we've also made great strides over the past 10 years to connect with our communities on a more personal level. Our facilities in Boston and Springfield are full of paintings, photographs and sculptures created by Massachusetts artists. The BCEC's giant outdoor Marquee proudly displays digital art by both professional and student artists thanks to collaboration with Boston Cyberarts.

Our buildings host hundreds of community members each year and support many community events. We also encourage our clients to make their own contributions through our Conventions C.A.R.E. program and by helping event organizers plan community service activities, like assembling backpacks of food for children served by the Greater Boston Food Bank, or spending a morning organizing donations at Cradles to Crayons at their Brighton, Massachusetts Giving Factory.

These relationships are part of our mission, and a part of what has made us successful as a convention and meetings destination. All of our facilities strive to represent the best qualities of Massachusetts – our diversity, our sense of pride and history and the tremendous amount of culture our neighborhoods have to offer. As we continue to invest in the success of our venues, we will also continue to invest in the success of the communities we serve.



"The MCCA has been a great supporter of Discover Roxbury's arts initiatives. Through their Community Partnership Grants Program, they've helped both Roxbury Open Studios and individual artists grow and flourish."

DEREK LUMPKINS, EXECUTIVE DIRECTOR OF DISCOVER ROXBURY



In our galleries

(Clockwise from left)

Michael Lewy's "City of Work" part of an Art on the Marquee collection in 2012.

Portrait of Ado from Dominica by Randi Freundlich, part of her exhibition Children of the World, from a 2013 exhibit at the BCEC.

Ekua Holmes' "Golden," from her 2013 exhibit at the Hynes Convention Center.



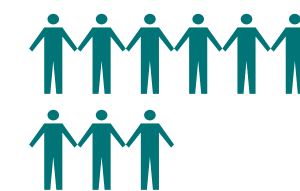
STAFF: *Over the last decade we have invested in assembling a team of talented professionals from both within and outside of the meetings industry. Their commitment to excellence is second to none.*

WE BOSTONIANS ARE PROUD OF OUR CITY, and you need not look further than the MCCA staff to see that pride at work. 10 years ago, we had much to prove, and it took a strong dedication to our mission to get us where we are today. In 2003, the task of selling and operating the brand new BCEC landed on the doorstep of newly-minted management and sales departments at the MCCA and Advantage Boston. Our Board of Directors, with Jim Rooney's leadership, invested in recruiting talented professionals from both within and outside of the meetings industry to deliver on their vision for Boston as a world class destination.

As Boston's success as a meetings and conventions destination grew, so did our staff; we have nearly tripled in size since 2004 to meet the incredible demand of events coming to our venues.

As an organization, the MCCA has a culture that other convention cities simply cannot duplicate – a dedication to delivering excellence that allows us to compete at the highest level. The countless awards that our convention centers have won for customer service, technology, community engagement and more attest to that dedication. Without a staff committed to executing events beyond client's expectations, our important investments in technology, expansion, and hotel capacity would be much less effective. It is people, rather than infrastructure, that bring Boston accolades throughout the meeting and convention industry.

By the numbers



9 employees have graduated from the UMass Boston Emerging Leaders Program



4 employees have participated in the Boston Chamber of Commerce Women's Leadership Program



4 employees have gone through The Partnership's Associates Program



4 MCCA Event Managers have earned their CMP designation as Certified Meeting Planners



1 MCCA Event Manager has earned her CEM as Certified in Exhibition Management

Countless awards for customer service, technology, & community engagement attest to our dedication to excellence.

Our event managers are known industry-wide for their commitment to customer service and their attention to every detail involved in executing remarkable events.

MCCA EMPLOYEES HAVE RECEIVED AWARDS OR BEEN ASKED TO SERVE AS EXPERT SPEAKERS AT MORE THAN 31 CONVENTIONS AND MEETINGS CONFERENCES COLLECTIVELY.

2010: JOHANNA STORELLA, MCCA's Chief Strategy Officer named Boston Business Journal "40 Under 40" **2011: KRISTEN HURLEY**, Sr. Event Services Manager named Convention Services Manager of the Year, Successful Meetings magazine and the Association for Convention Operations Management **2011: MARK MICHAUD**, Director of Business Strategy & Innovation named CIO Magazine "Ones to Watch" **2011: COLLEEN RICHARDS POWELL**, Chief External Relations & Communications Officer named Boston Business Journal "Emerging Leader" **2012: STEVEN G. SNYDER**, MCCA's Chief Technology Officer named CIO of the Year, Boston Business Journal and Mass High Tech **2012: STEVEN G. SNYDER** named one of the 2013 Top 100 IT Leaders, IDG Computerworld magazine

Maureen Shea Baker

YEARS OF SERVICE: 1989–1991, 2004–PRESENT
*Sales Rep | Sales Manager | National Sales Manager |
 Director of Sales | General Manager*



Maureen Shea Baker has done two tours of duty with the MCCA, working two years at the Hynes Convention Center and then returning to help open and sell the BCEC. When she returned in 2004 as the Director of Sales, things were much different.

“I returned to a state agency that had a completely different culture,” Maureen said. “The MCCA felt very entrepreneurial with a private-sector feel. We were encouraged to think outside the box to show how special it is to host meetings at the BCEC and in Boston.”

When Maureen came back, she took on a challenging task: selling a building that wasn’t completely built yet. In fact, her earliest BCEC site visits required hard hats. She was also responsible for assembling a committee to think through a brand new sales process geared at marketing two buildings and two different types of event bookings – events looking to book far into the future, and those looking to book within a year or two. It wasn’t easy, but Maureen and her team were able to create a brand new operating procedure, a marketing plan, and designed a new sales kit to pull it all together. It’s clear from our sustained success that Maureen’s work was extremely effective.

Today as General Manager, Maureen oversees the BCEC and Hynes operations at every level, from food and beverage to event and exhibitor services. And she’s using her knowledge of the sales process and her understanding of our clients’ need to focus on taking the MCCA’s culture to the next level. She’s working with the entire organization to drive the MCCA’s goal of customer service excellence through revamped surveys, extensive staff trainings and empowering the strong team that makes the MCCA tick.

“Simply put, I love conventions. I feel like it’s in my blood. When I drive in first thing in the morning and the loading dock is full of trucks waiting to move in, it makes me smile.”



JoAnn Washington

YEARS OF SERVICE: 1988–PRESENT
*Secretary | Booking Coordinator | Customer Service
 Representative | Account Executive | Sales Manager
 Senior Sales Manager | Assistant Director of Sales |
 Director of Sales*



JoAnn Washington has held eight different titles at the MCCA, but they all have one thing in common – sales. She lives by her two rules to selling: you have to be a people person, and you have to

be passionate about what you’re selling. At the MCCA she has perfected both.

Starting as a secretary in the Sales Department in 1988 when the MCCA was just the Hynes Convention Center, JoAnn has steadily worked herself up to the head of her department where she now serves as Director of Sales. Early in her career, sales managers were also event managers, so JoAnn not only booked business at the Hynes,

she also brought it to life. This experience gives her special insight into the way clients think about their events and what they are looking for in a venue.

“I know both the BCEC and the Hynes inside and out, but I call the Hynes my baby,” said JoAnn. “I grew my career there, and some of my proudest professional achievements happened there.”

JoAnn played an important role in the transition team when the MCCA went from selling the Hynes, to selling both the Hynes and the BCEC. She used her knowledge of the organization and of the sales process to make both past and potential customers feel comfortable. Today, she’s still an integral part of the sales team, sharing her knowledge with the employees she oversees. But she still spends the majority of her time doing what she does best.

“It’s an honor to oversee the sales team, and I love this role. But at the end of the day, I need to sell. The best part of my day is booking business. I like to keep these lights on!”

“As an organization, we have a culture that can’t be beat. In Boston, meeting professionals can expect to receive exceptional service from the most knowledgeable hospitality professionals in the world, whether they are working with our CIO or with one of our service delivery employees.”

**Maureen and JoAnn
 are just two wonderful
 examples of the amazing
 people our customers
 get to work with.”**

JAMES E. ROONEY
 MCCA EXECUTIVE DIRECTOR



WHAT'S NEXT: *While we celebrate our triumphs over the past decade, we have our eyes steadily fixed on the future. Here is a look on work currently underway to ensure the MCCA's and Boston success far beyond the next 10 years.*

BREAKING INTO THE TOP FIVE

Boston has consistently ranked as a Top 10 meetings and conventions destination since 2006. Despite our success, Boston faces challenges in a highly competitive industry. There are not enough hotel rooms near the BCEC, and not enough meeting space or available dates to meet the demands of planners who want to bring their events to Boston. Today, we have an incredible opportunity to grow our share of the meetings and conventions market. The goal of our Top 5 initiative is to do just that. We aim to significantly increase the amount of economic impact – in revenue, jobs, and new business – that major conventions deliver to Boston and the Commonwealth by moving Boston into the list of top 5 destinations in the United States. In July 2014, Governor Patrick signed legislation that allows us to move forward with a 1.3 million square foot expansion of the BCEC. And we are already underway with plans to increase the number of hotel rooms within walking distance of the BCEC: two mid-priced hotels are expected to open across the street from the BCEC in 2015, and a developer for a new headquarters hotel on Summer Street should be selected in early 2015. We are also capitalizing on future meeting trends to reinvigorate the Hynes Convention Center. This strategic Top 5 initiative will allow us to make Boston more competitive and increase our economic return to Massachusetts.

REDEFINING OUR BRAND

The conventions industry has changed drastically in the 10 years since the BCEC opened. With the onslaught of mobile devices and social networking, customers are increasingly looking to convention centers for innovative technology solutions and ways to engage attendees. Meeting attendees want unique spaces for networking, areas where they can complete office work, and places to relax and recharge. Our solution? Focus on the experience. With our new Signature Boston brand, our goal is to help clients through the planning process in an integrated and imaginative way. We've created a Strategy & Product Development team to focus on our customers' needs by developing and marketing products and services that will enhance their events. We want to make it easy for planners to take advantage of the full potential of our venues. At the same time, we're making sure that both our BCEC expansion plans and our Hynes

modernization project have open and flexible spaces that can be customized to meet the needs of modern planners and their attendees, including outdoor lounges, charging stations and spaces conducive to brainstorming.

CHANGING THE CONVENTION MODEL

At the MCCA, we are breaking new convention ground by developing revenue generators to make our facilities more economically self-sufficient. To do this, we are developing creative partnerships with event organizers to launch our own MCCA-run events. This model, entirely new to the U.S. meetings industry, presents an excellent opportunity to generate significant revenue and draw attention to the Massachusetts events scene. The Strategy & Product Development team is already well underway on their first two events: A Culinary Intelligence Summit and the Advanced Audio + Applications Exchange (A3E), both of which will take place at the Hynes Convention Center in 2014. These events will not only create revenue for the MCCA, but will also highlight Massachusetts' prowess in areas of technology, education and innovation. Through smart investments, we have the potential to create blockbuster events that bring attention to Massachusetts industries and appeal to audiences around the world.

Signature
BOSTON™

A signature is unique and personal. It represents a promise that defines who we are and what we stand for.

Acknowledgments

Our 10 years of success are, in large part, a result of the leadership, hard work and collaborative spirit of many throughout the Commonwealth. We wish to express our deepest gratitude to the following individuals and organizations:

Governor Deval L. Patrick

Mayor Martin J. Walsh
and The City Of Boston

Senate President Therese Murray

House Speaker Robert Deleo

The Massachusetts Legislature

Mayor Domenic Sarno
and The City Of Springfield

Mayor David P. Maher
and The City Of Cambridge

Thomas M. Menino
Former Mayor, City Of Boston

The Massachusetts Convention Center
Authority Board Of Directors, Past & Present

Massachusetts Convention
Center Authority Staff

Paul Guzzi and The Boston
Chamber of Commerce

Patrick Moscaritolo and The Greater Boston
Convention & Visitors Bureau

Mary Kay Wydra and The Greater Springfield
Convention & Visitors Bureau

To our many partners, past and present, in hospitality, government, organized labor and our communities, thank you for making Boston a leading conventions and meetings destination. You have all contributed significantly to our success and we salute you!

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Remarkable experiences.
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