



The Meeting will start momentarily

MCCA Board Meeting
Thursday, June 18, 2026

**MASSACHUSETTS
CONVENTION CENTER
AUTHORITY**

NOTICE OF MEETING & AGENDA
Massachusetts Convention Center Authority Board Meeting

**Thursday June 18, 2026
10 a.m. – 12:00 p.m.
John B. Hynes Veterans Memorial Convention Center
Meeting Room 200**

Pursuant to the Massachusetts Open Meeting Law, G.L. c30A, §§ 18-25, notice is hereby given of a meeting of the Massachusetts Convention Center Authority.

VIA MICROSOFT TEAMS MEETING [Join the meeting now](#)

OR

DIAL-IN: 1-857-702-2232 - Phone Conference ID: 971 778 740#

Please only use dial-in or computer and not both as feedback will distort meeting.

AGENDA

- I. Roll Call
- II. Review and Adoption of Board Meeting and Executive Session Minutes of May 21, 2026, Executive Session Minutes of October 23, 2025
- III. Executive Director Update
- IV. Strategic Plan Update
- V. Massachusetts Office of Travel and Tourism: Summer 2026 Update
- VI. Report of the Executive Committee
 - 1. Board Retreat-Training Update
- VII. Report of the Development & Construction Committee
 - 1. MCEC North Ramp Drains & Expansion Joint Repair (VOTE)
 - 2. Construction Management at-Risk Services for the Hynes Phase 2 Compliance and Aesthetics Improvement Project (VOTE)

VIII. Report of the Administration, Finance, & Personnel Committee

1. Fiscal Year 2027 Operating Budget (VOTE)

IX. Old Business

X. New Business

XI. Adjournment

On this date, June 15, 2026 before 5:00 pm, this Notice was posted as Notice of Meeting – Massachusetts Convention Center Authority Meeting at www.massconvention.com and e-mailed to: regs@sec.state.ma.us , contactanf@mass.gov



Executive Director Update

MCCA Board Meeting
Thursday, June 18, 2026

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Massachusetts Office of Travel and Tourism: Summer 2026 Update

MCCA Board Meeting
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Massachusetts Office of Travel & Tourism
Massachusetts Convention Center Authority
June 18, 2026

MAURA T. HEALEY
GOVERNOR

KIM DRISCOLL
LIEUTENANT GOVERNOR

Kate Fox, Executive Director
kate.fox@mass.gov



AGENDA

- FIFA Update
- MA250 Update
- Research
- Domestic Marketing
- International Marketing
- Sports Marketing
- Massachusetts Film Office



FIFA World Cup 2026™



FIFA WORLD CUP 2026 MATCH SCHEDULE

GROUP STAGE

HAITI  **V**  SCOTLAND

JUNE 13 • 9:00 PM ET

IRAQ  **V**  NORWAY

JUNE 16 • 6:00 PM ET

SCOTLAND  **V**  MOROCCO

JUNE 19 • 6:00 PM ET

ENGLAND  **V**  GHANA

JUNE 23 • 4:00 PM ET

NORWAY  **V**  FRANCE

JUNE 26 • 3:00 PM ET

ROUND OF 32

1E  **V**  3ABCDF

JUNE 29 • 4:30 PM ET

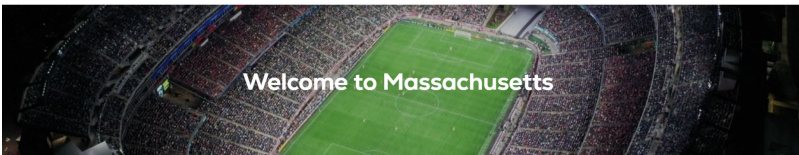
QUARTERFINAL

W89  **V**  W90

JULY 9 • 4:00 PM ET

FIFA World Cup 2026™

- **\$12M+ invested statewide** to prepare for FIFA World Cup 2026™
- **17 regional watch parties and fan festivals** funded across Massachusetts
- **Public safety and operational readiness investments** supporting host and partner communities
- **Statewide visitor resources and business toolkits** developed to help communities prepare
- **Economic impact distributed statewide**, ensuring benefits extend beyond Greater Boston



Information for Soccer Fans in Massachusetts

The FIFA World Cup 2026™ is coming to North America. Massachusetts will host seven matches at Boston Stadium in Foxborough. Whether you have a ticket to the match or plan to join the excitement at watch parties and fan celebrations across the state, there are countless ways to experience the energy of the world's game here in Massachusetts.

For the latest updates and official match information, visit the [FIFA World Cup 2026 Boston Host Committee website](#).

MA250 UPDATES

Massachusetts250.org

- 1K+ event listings, stories, toolkits, and partnership opportunities
- Strong earned media momentum amplifying statewide visibility and engagement

Summer 2026

- Bunker Hill Day 251
- Battle of Gloucester
- Boston Pops July 4th Fireworks Spectacular
- Statewide Hometown July 4th Celebrations
- Sail 250 & Sail Boston

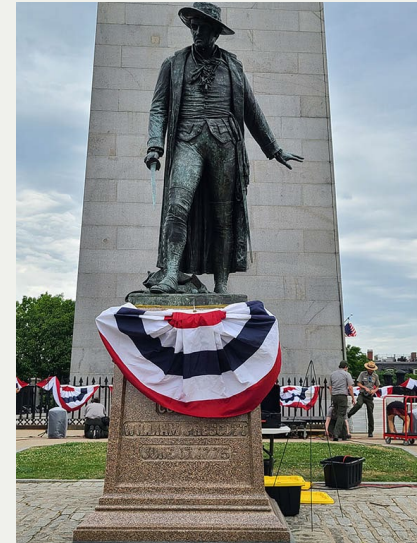
Sports Partnerships

America 250

- America's Block Party (July 4)
- Spirit of America initiative (July 8)

Storytelling partnership with Takeda

- Six regional videos, six business profiles





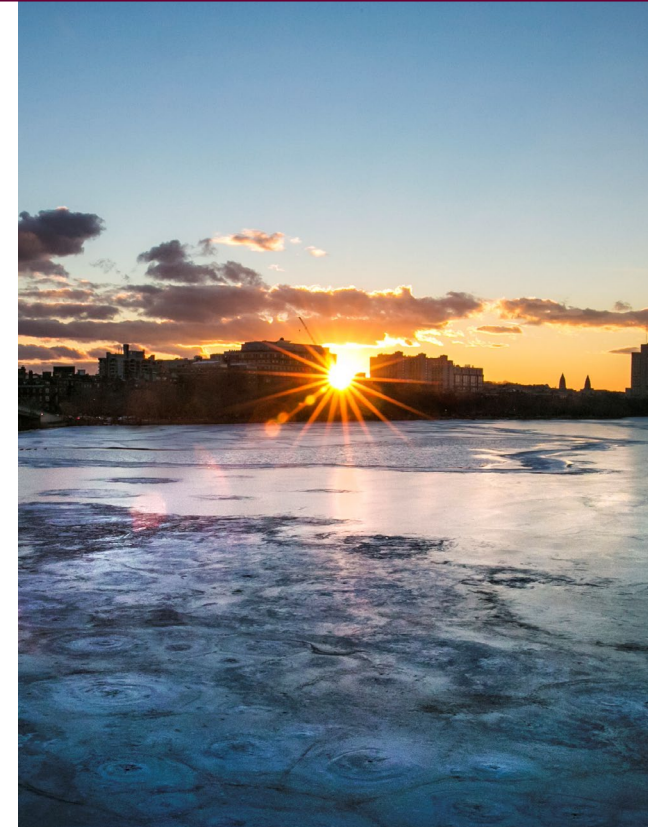
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MASSACHUSETTS250.ORG

RESEARCH

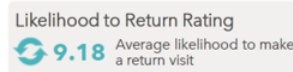
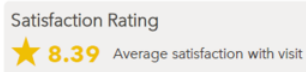
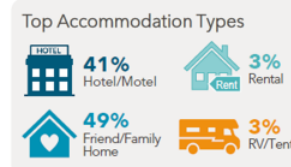
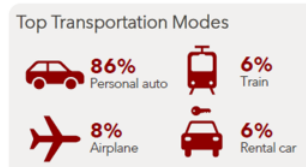
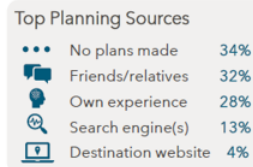
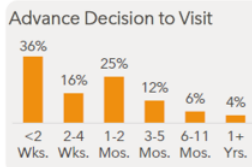
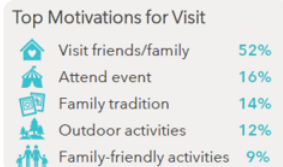
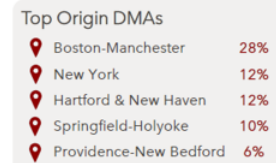
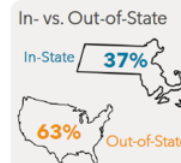
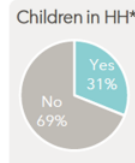
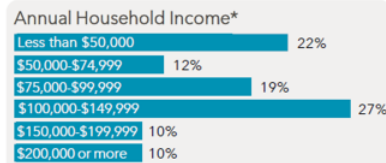
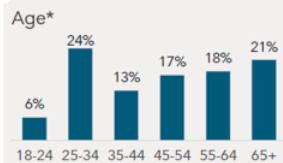
Massachusetts lodging performance is currently being supported by higher room rates rather than stronger visitation, making this summer's major events critical to rebuilding demand and generating sustained economic impact statewide.

Indicator	YTD Performance	What
Local Occupancy Tax	\$48.8M	Down 11.1% YoY
Hotel Rooms Booked	-1.4% YoY	Demand remains soft
Short-Term Rentals	-3.7% YoY	Weakness extends beyond hotels



CY24/25 DOMESTIC VISITOR PROFILE STUDY SNAPSHOT

Central Massachusetts Visitor Snapshot



DOMESTIC MARKETING: VisitMA

Expedia delivered immediate, high-value revenue

Within 10 weeks of launch, Expedia drove **\$12M in revenue and 45K+ travelers booked**—that's not just awareness, that's direct economic impact.

Google Ads crushed conversion benchmarks

The non-brand search campaign posted an **11.54% CVR vs. 0.11% benchmark** and **\$0.41 CPC vs. \$0.96 benchmark**—exceptional efficiency on high-intent traffic.

YouTube video strategy delivered massive reach + engagement

Paid YouTube efforts hit a **87% VTR**, drove a **1200%+ increase in impressions**, and brought in visitors with **94%+ engagement rates and 2+ minute session times** with a \$.01 CPV.

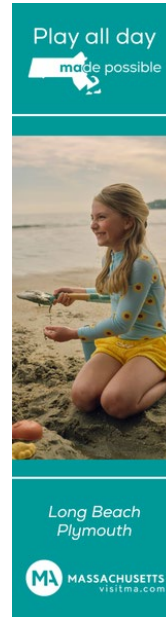
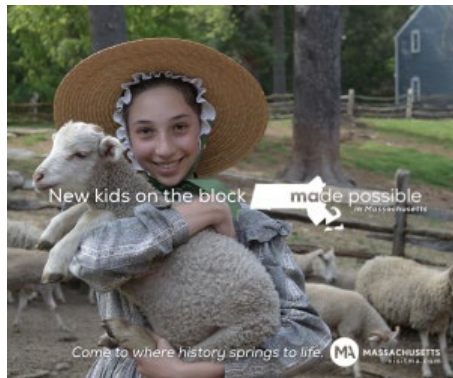
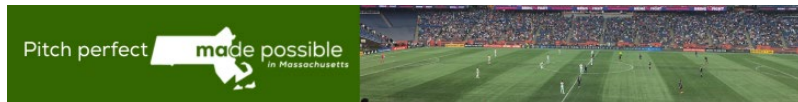
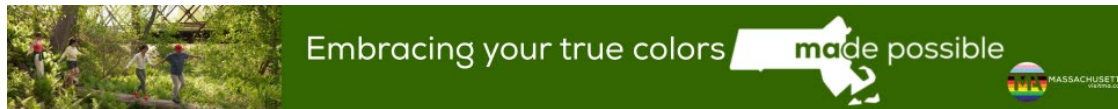
TripAdvisor campaign more than doubled performance benchmarks

March CTR reached **5.21% (2x+ benchmark)**, with standout resonance among outdoor and adventure audiences.

Drive Market Meta audiences are punching above their weight

Drive audiences are consistently **outperforming fly and in-state segments**, delivering **higher engagement and lower CPC**—a strong signal that regional proximity targeting is matching industry news and trends going into the summer.

DOMESTIC MARKETING: SAMPLE CREATIVES



DOMESTIC MARKETING: MADE POSSIBLE COMMERCIAL



INTERNATIONAL MARKETING: VisitMA

BrandUSA x Miles 2026 Plan

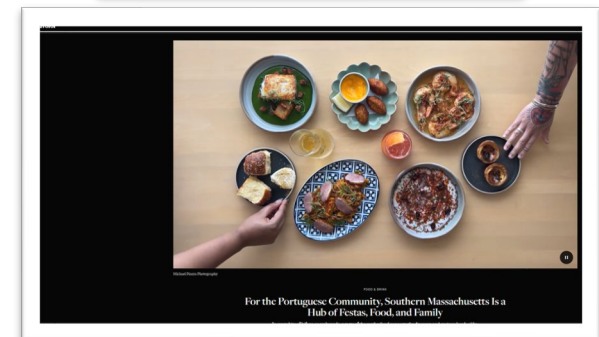
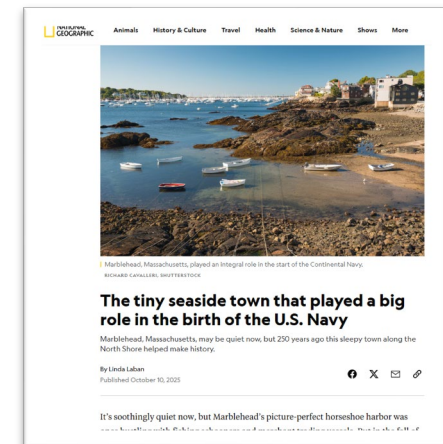
Seven campaigns– UK, Ireland, India, Brazil, Australia, Germany, Canada

FAMs – FY26

- **Complete: 29**, including *The Independent* (UK), *Financial Times* (UK), *Conde Nast* (US), *Saturday Evening Post* (US), Brand USA Spain, and Discover New England Global

Conferences

- Discover New England Summit – April 2026
- US Travel IPW – May 2026
- DNE UK/Ireland Trade Mission – June 2026
- Brand USA Travel Week – September 2026



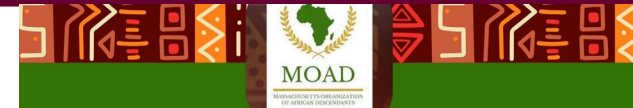
SPORTS MARKETING

FIFA World Cup

- Watch Parties
- Sports and Entertainment Events Fund Grants
- “Extra Time in Massachusetts”

Marketing Tactics

- OOH driving cross-state travel
- Expedia domestic and international campaigns for bookings
- Geo-targeted paid social
- Google Ads and YouTube retargeting for display and video



**MOAD'S 2026 FIFA WORLD CUP
PARTNERSHIP WITH
CITY OF WORCESTER WINS MASSACHUSETTS OFFICE OF
TRAVEL AND TOURISM (MOTT) 2026 FIFA AWARD!**

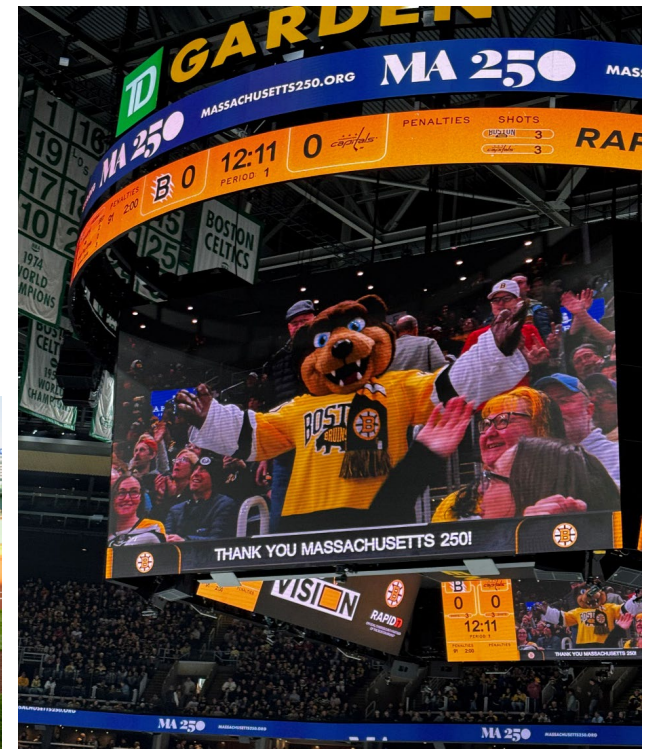
WORCESTER, MA – THE MASSACHUSETTS ORGANIZATION OF AFRICAN DESCENDANTS (MOAD), IN PARTNERSHIP WITH THE WORCESTER CULTURAL DIVISION, IS PROUD TO ANNOUNCE IT HAS BEEN AWARDED \$120,000 FROM THE HEALEY-DRISCOLL ADMINISTRATION'S 10 MILLION SPORTS AND ENTERTAINMENT EVENTS FUND.

ADMINISTERED BY THE MASSACHUSETTS OFFICE OF TRAVEL AND TOURISM (MOTT), THIS GRANT WILL SUPPORT MOAD'S MISSION TO TRANSFORM THE WORCESTER CITY COMMON AND OVAL INTO A PREMIER INTERNATIONAL "FAN ZONE" DURING THE 2026 FIFA WORLD CUP.

SPORTS MARKETING

MA250 Sports Partnerships

- Strategic partnerships with Boston Bruins (March 7) and Red Sox (April 23) to amplify MA250 statewide
- Leveraging iconic sports moments to inspire travel and celebrate Massachusetts' 250th across diverse audiences



FILM UPDATES

2026 Releases

- Widow's Bay (Apple TV), April 29, 2026
- Five Star Weekend (NBCUniversal), July 16, 2026
- Super Troopers 3 (Searchlight Pictures), August 7, 2026
- Tony (A24), August 7, 2026

Industry Collaboration

- Partnering with DCR, MBTA, and the City of Boston to streamline filming and improve production processes

Thought Leadership & Visibility

- Lowell Film Festival for Future Filmmakers (2026)
- AFCI Studio Summit with Bloomberg Associates
- Location Maps



THANK YOU!



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made possible
in Massachusetts





Strategic Plan Update

MCCA Board Meeting
Thursday, June 18, 2026

**MASSACHUSETTS
CONVENTION CENTER
AUTHORITY**

As current state assessment and baseline modeling is completed, MCCA is shifting to future state design

Past

Current State Assessment

 **Industry Feedback and Competitive Positioning** – Assessed MCCA against peers & competitors (25+) across 9 categories for key strengths and areas of improvement

- ✓ **Facility Assessment** – Evaluated the current state of each MCCA asset to understand strengths and needs of the portfolio
- ✓ **Customer and stakeholder feedback** – 20+ interviews to understand customer and stakeholder needs, pain points, and opportunities to inform MCCA's investment decisions
- ✓ **Financial & economic impact analysis** – Analyzed MCCA's current financial position and economic impact

Current

Future State Investment Scenarios

- **Scenario Model: MCCA Financials** – Built initial investment scenario evaluation model to project revenue and expense impacts across venues for each proposed growth investment scenario
- **Scenario Model: Economic Impact** – Built initial investment scenario evaluation model to quantify potential economic impacts (e.g., jobs, tax revenue) of investment scenarios
- **CCF Capacity Model** – Built initial CCF model to project the potential bond payment schedule and impact of potential investment scenarios

Upcoming

Go-Forward Plan & Impact Projections

- **Stakeholder & Community Engagement** – Develop standardized process/framework for collecting, analyzing, and reporting back stakeholder & community feedback
- **CCF Capacity Projections** – Project the selected investment scenario's impact on CCF revenue based on A&F selected interest rate
- **Define Investment & Project Impact** – Define growth priorities for the chosen budget, and project financial impacts (e.g., revenue, expenses) and economic impact (e.g., CCF revenue,) from investment

The Strategic Plan's industry and competitive analysis was rooted in a detailed review of internal and external data

Industry Feedback and Competitive Positioning Deliverable: Analysis of industry feedback on MCCA's facilities, service offerings, and market competitiveness to identify key strengths and areas for enhancement on both national and international levels

MCCA Event & Customer Data

- Sales pipeline (2020–2041)
- Lost business report ('12–'38)
- Event & facility utilization - Momentus extracts (10)
- Post-event surveys (10)

MCCA Financial Data

- MCCA Financial statements (2017-2025)
- MCCA Budget Schedules

MCCA Reports & Surveys

- Pinnacle Report (2024)
- Employee surveys (2)

Infrastructure Data

- Deferred maintenance reports
- Prior master plans & feasibility studies (3)
- Capital replacement program (by asset)
- Facility partnerships & leases (15)

25+ Peers & Competitor, Including:

- Edmonton Convention Centre
- Events DC
- Exhibition Place
- Georgia World
- Houston First
- ICC Sydney
- Javits Center
- Las Vegas Convention Center
- Los Angeles Convention Center
- McCormick Place
- Miami Beach Convention Center
- Music City Center
- New Orleans Morial Convention Center
- Orange County Convention Center
- Oregon Convention Center
- Pennsylvania Convention Center
- San Diego Convention Center
- Seattle Convention Center
- Tucson Convention Center
- Vancouver Convention Centre

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- Vancouver Convention Centre

Post-pandemic, the convention center industry is operating in a more volatile, capital-intensive, and competitive environment

INDUSTRY DYNAMIC

Most convention centers are not designed to maximize operating profit; they function as economic development infrastructure

- 8 out of 9 peer convention centers reported an operating loss last year
- Long sales cycles (often 5-10 years for major events)
- High fixed-cost structure (labor, utilities, maintenance)
- Sensitive to macroeconomic conditions (corporate profit, travel, advertising spend)

COVID created an unprecedented disruption to the convention industry

- Post-pandemic economic recovery drove a strong rebound in activity
- However, the trade show industry growth is projected to grow at 0.8% annually over the next five years¹, reflecting a mature, slow growth industry

MCCA is competing in a low growth market with rising expectations

- The pandemic accelerated digital innovation and hybrid formats
- Peer cities are investing aggressively to capture market share
- Inflation and cost escalation are industry-wide pressures
- Modern conventions require flexible space to meet evolving customer needs

BOSTON CONTEXT

Advantages

- ✓ Global brand recognition
- ✓ Leading life sciences and academic ecosystem
- ✓ Strong air connectivity (domestic + international)
- ✓ Attractive urban destination

Structural Constraints

- Weather seasonality
- High hotel ADR
- Labor and operating cost structure
- Physical expansion constraints
- Scale relative to mega-centers

Despite these structural industry pressures and Boston-specific constraints, MCCA has remained **operationally stable and resilient** both pre- and post-pandemic

As we look to the future, MCCA faces a changing events industry with intense competition and rising customer expectations

As customer expectations shift, competitors are adapting and investing

Hybrid & Tech-Enabled Events	Sustainability Goals as a Differentiator	Demand for Flexible Multi-Use Space	Rising Cost Pressure & Competition	Evolving Customer Expectations	Workforce & Talent Evolution
- Seamless digital & in-person experience - AI-enhanced experiences "Smart" infrastructure	- Carbon-neutral venues - Local sourcing, - Measurable ESG performance	- Customizable formats - Smaller, modular spaces - Creative layouts - Experiential	- Subsidizing major events - Greater value for higher cost	- Curated experiences - Integration with local experiences - Digital natives	- Labor shortages - New skill needs (tech ops, data, sustainability) - New service delivery models

CHANGE IS HERE



Las Vegas Convention Center invested in **hybrid-ready halls & AI-based traffic** tracking



Javits Center (NYC) achieved LEED Gold and operates a **1-acre rooftop garden**



San Diego Convention Center introduced **reconfigurable halls**



KAY BAILEY HUTCHISON
CONVENTION CENTER DALLAS

Dallas KBHCC's **\$3.7B expansion** is viewed as long-term regional economic development



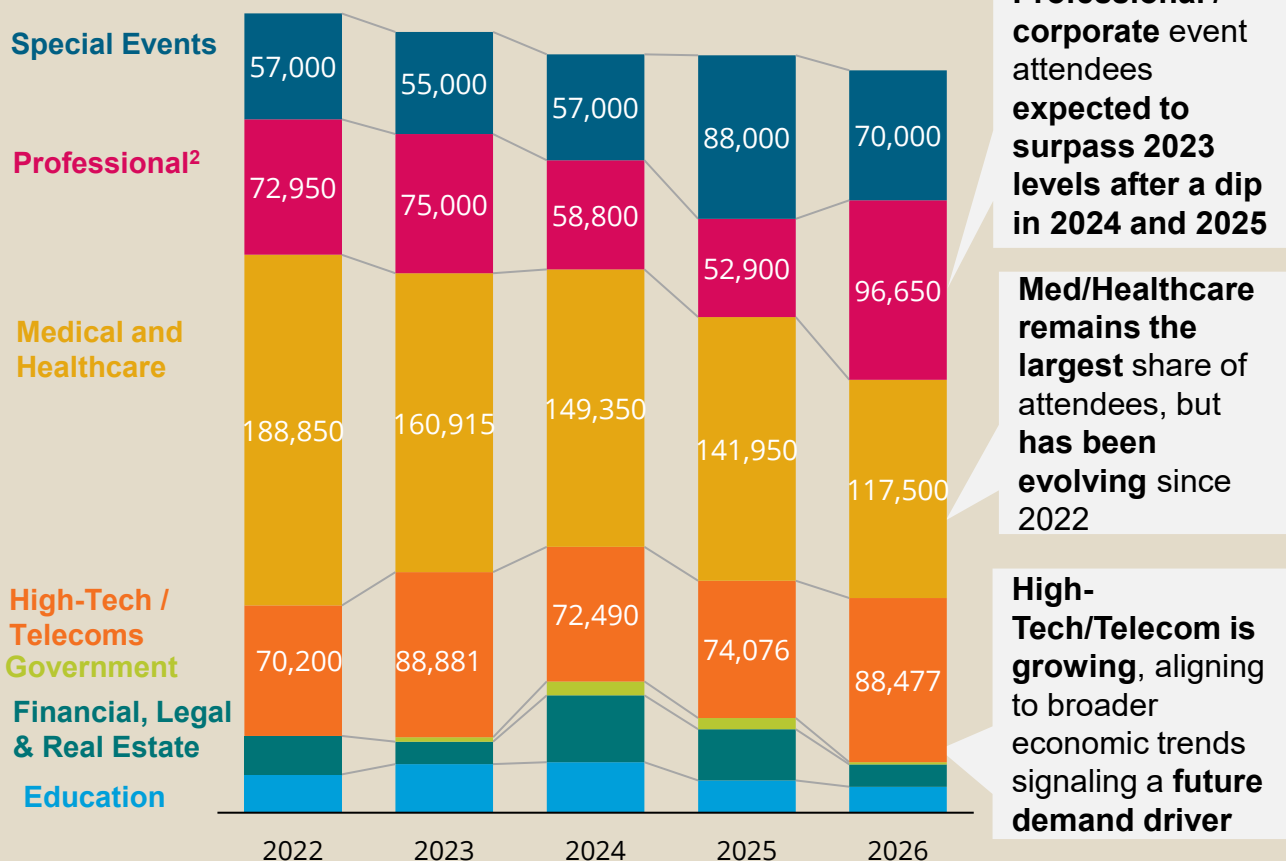
Austin Convention Center curates **local art & music programs**



Orange County CC **partners with local colleges** to offer certification programs

As the industry is evolving, customer mix is shifting with a rising number of corporate events and an evolving industry distribution

MCEC/HYNES TOTAL EVENT ATTENDEES BY INDUSTRY (2022-2026)¹



National Industry Event Changes

- **66%** of North American event planners **believe event attendee numbers will grow** in 2026³
- **Corporate events** are expected to surge with a **10% CAGR**⁴
- **50% of Associations** CEOs reported **declining attendees**⁵
- **Rising demand for curated, flexible** events is driving planners toward venues with **configurable and flexible spaces (41%)** and **attendee experience (35%)** cited as their top booking factors⁵
- **Planners are expanding beyond traditional venues**, with 22% now sourcing stadiums/arenas for events⁵

As MCCA evolves, it can capture a greater market share of priority industry events that align to MA's economic development plan

MCCA's Share of Top 20 Events Captured Within Commonwealth's Economic Development Plan Priority Industries (2023-2027)

Health Care & Life Science



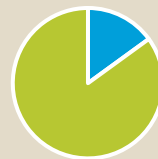
1/20 MCCA
Hosted
Events

AI & Data Science



1/20 MCCA
Hosted
Events

Advanced Manufacturing & Robotics



3/20 MCCA
Hosted
Events

Climate Tech



0/20 MCCA
Hosted
Events

Example Priority Events

HIMSS Global Health Conference
~24,000 Attendees

NeurIPS (Neural Info Processing Systems)
~18,000 Attendees

ADLM / AACC Clinical Lab Expo (Robotics)
~16,500 Attendees

Greenbuild International Conference
~15,000 Attendees

Next Steps: Form and Engage with Advisory Committee to refine go-forward recommendations on expansion and growth

- ➔ Formation of Key Stakeholder Advisory Committee
- ➔ Rollout of Robust **Public Engagement** Timeline
- ➔ File **Convention Bond Bill for Expansion** Jan 2027

June - October 2026

October - December 2026

JUNE

**ENGAGEMENT
KICK-OFF**

**Advisory
Committee**

JUNE - OCTOBER

**FOCUS GROUPS
FEEDBACK**

Focus Groups
All Stakeholders

OCTOBER

STRATEGIZING

Workshops
Leadership / Key
Partners &
Stakeholders

NOVEMBER

ANALYZING

Survey Results
All Stakeholders

**Pre-Final
Strategic Plan**
Leadership / Key
Partners &
Stakeholders

DECEMBER

**FINAL
STRATEGIC
PLAN**

Advisory Committee & Focus Areas



Business

Board Reps:

Aisha Miller & Gwill York

Purpose:

To hear from those businesses that are currently using our space or who would use them if their needs were met.



Civic & Neighborhood

Board Reps:

Michael Donovan & Meg Mainzer-Cohen

Purpose:

To hear from our neighbors and communities closest to our facilities.



Government Partners

Board Reps:

Ashley Groffenberger, Emme Handy & Khusbu Webber

Purpose:

To work with entities that are immediate abutters and essential for the success of the MCCA.



Labor & Economic Opportunity

Board Reps:

Carlos Aramayo & Michael Flaherty

Purpose:

To speak with stakeholders that work in our facilities as well as those who should be sharing in our prosperity.



Hoteliers

Board Reps:

Chris Pappas

Purpose:

To hear from the business sector most closely linked to our daily operations.



Tourism & Hospitality

Board Reps:

Cindy Brown & Sheena Collier

Purpose:

To hear from the sector critical to both driving our business model as well as our economic impact.

Land Assembly Update

Per the Land Assembly Vote taken and approved by the Board at the May 21 2026, Meeting;

The Authority has begun the necessary steps of drafting a Request for Qualifications (RFQ) for Brokerage Services.

A Request for Proposals (RFP) from the Qualified Applicants will follow.

Working with the Senior Leadership Team, the selected firm will familiarize itself with the Authority's current facilities and holdings as well as their utilization.

The selected firm will provide site and market analysis for best use and operational efficiency for both the current inventory and potential future land acquisitions.

Inclusive in these analyses will be a financial analysis to provide direction on items such as lease versus purchase, consolidation possibilities, change of use, space utilization and construction possibilities.

The intent is to have a firm selected by September of 2026 with a three (3) year on-call term with services payable upon rendering.



Report of the Executive Committee

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Board Retreat and Training

July 16, 2026

DRAFT Agenda Topics

iPad Training
Ethics for Board Members Training
Board Roles and Responsibilities
Public Records and Open Meeting
Law Orientation
Litigation 101/MCAD 101
Diversity, Equity & Inclusion
Orientation
Strategic Planning Orientation

Board Retreat and Training Draft Schedule

8:00 am	Leave MCEC for MMC
10:00 am	Arrive MMC
10:15 am	Welcome and iPad Training
10:30 am	Start D&C Committee Meeting
11:00 am	Start Board Meeting
11:30 am	End Board Meeting
11:30-12:30 pm	Lunch
12:30 pm	Ethics for Board Members Training
1:30 pm	Board Roles and Responsibilities
2:15 pm	15 min BREAK
2:30 pm	Public Records/Open Meeting Orientation
2:45 pm	Litigation 101/MCAD 101
3:00 pm	Diversity, Equity & Inclusion Orientation
3:45 pm	Strategic Planning Orientation
4:00 pm	MCC Tour
5:00 pm	Leave MMC for MCEC
6:00 pm	Dinner (optional)
7:30-8:00 pm	Leave MMC to MCEC



Report of the Development & Construction Committee

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North Ramp Drain & Expansion Joint Repair

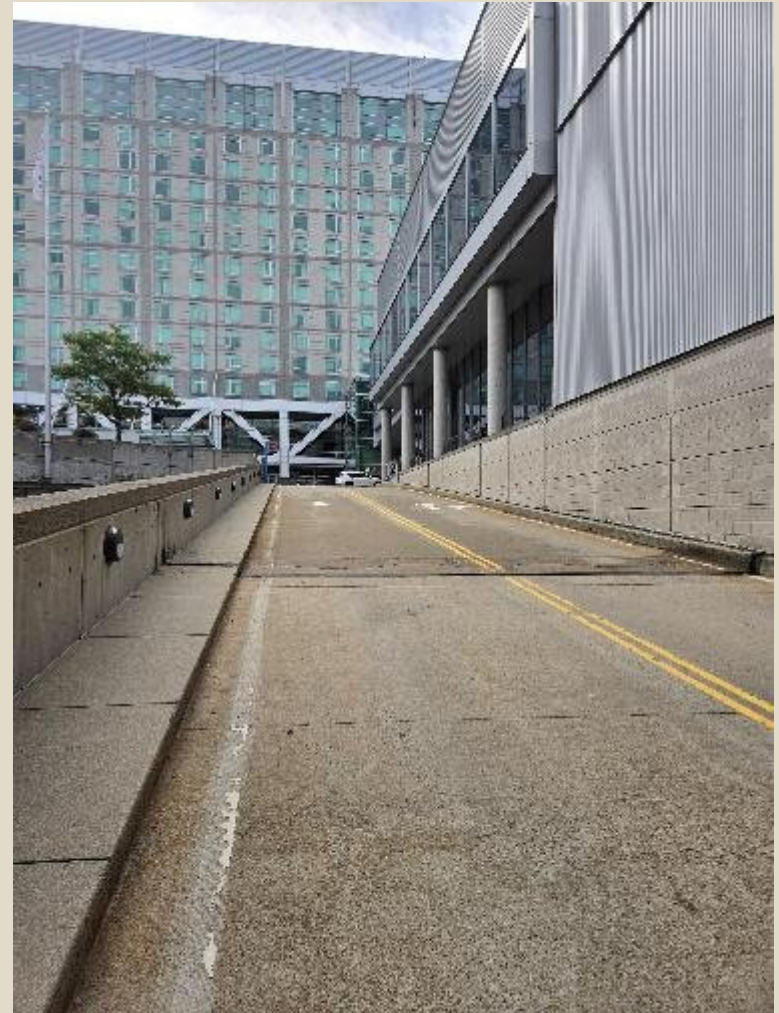
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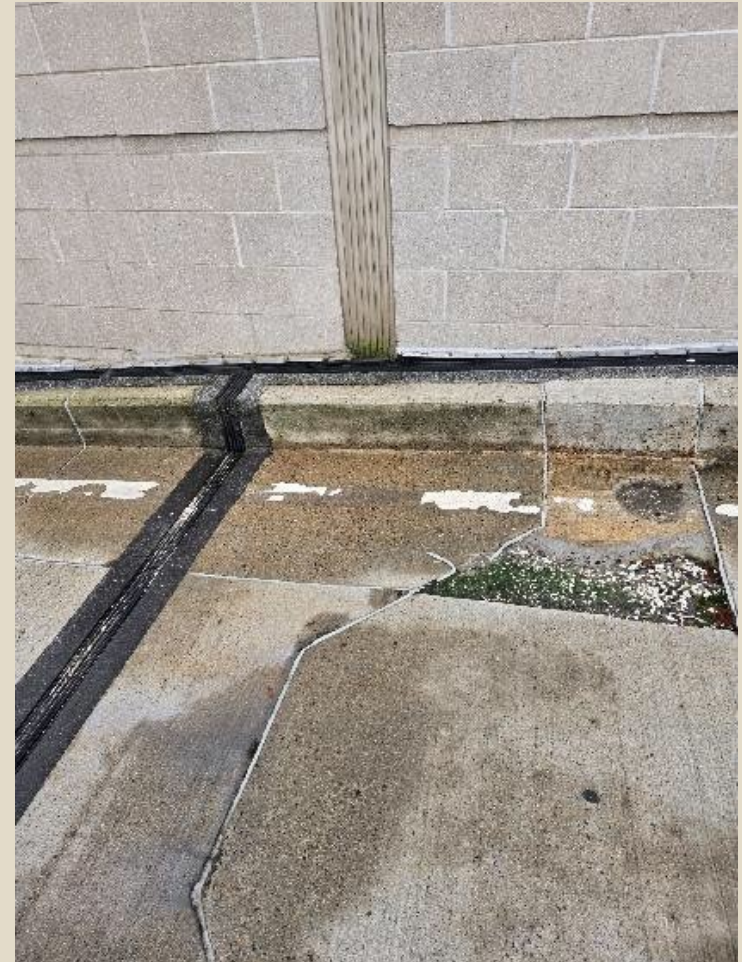
Project Background

- Existing drains are original to the building (2004) and have exceeded their service life
- Deterioration caused by weather, snow removal, and routine use over 22 years
- System no longer performs reliably, allows water into enter occupied spaces
- Design-phase water testing, performed by the design team confirmed need for replacement and repair



Project Scope

- Demolish existing concrete slabs, drains, and expansion joints
- Perform scans and surveys to locate utilities and confirm elevations
- Install new concrete aprons, subsurface drains, and access structures
- Apply waterproofing, drainage layers, and new expansion joints
- Seal concrete surfaces and complete flood testing to verify performance
- Provide traffic control plan and required signage during construction phase
- Expected completion before winter 2026



Project Path

The project was advertised and bid under the terms of (MGL c149).

Date of Documents:	May 20, 2026
Date of Advertisement:	May 20, 2026
Date of Prime Bid Opening:	June 12, 2026
Anticipate NTP:	July 2026
Substantial Completion:	November 2026



Procurement Path

Contractor Bids:

Contractor	Contractor Price
Contracting Specialist Inc	\$495,210.00
Folan Waterproofing	\$822,900.00
P.J. Spillane	\$1,374,300.00

The lowest responsible and eligible bidder per MGL c149, is **Contracting Specialist Inc.** at **\$495,210.00**, in accordance with bids received on **June 12, 2026**, per documents dated **May 20, 2026**.

MCCA established a Supplier Diversity Initiative and Efforts specific to the **North Ramp Drain & Expansion Joint Repair (T21)** project per DCAMM recommendation.

- **Goals: MBE 4.7% & WBE 9.3%**

North Ramp Drain & Expansion Joint Repair (T21)

Recommended Motion

The Massachusetts Convention Center Authority Development and Construction Committee recommended that the Board of Directors vote to authorize the Interim Executive Director or his designee to execute and delivery on behalf of the Authority a construction contract with Contracting Specialist Inc. for the North Ramp Drain & Expansion Joint Repair (T21) project in the amount of Four Hundred Ninety-Five Thousand Two Hundred and Ten Dollars (\$495,210.00), per construction plans and specifications documents dated May 20, 2026.



Construction Management at-Risk Services for the Hynes Phase 2 Compliance and Aesthetic Improvements Project

MCCA Board Meeting
Thursday, June 18, 2026

**MASSACHUSETTS
CONVENTION CENTER
AUTHORITY**

CM at-Risk Services for the Hynes Phase 2 Compliance Aesthetic & Improvements Project

MCCA wishes to procure the Hynes Phase 2 Compliance and Aesthetics Improvements Project by utilizing the Construction Manager at-Risk Delivery Method, consistent with MGL c.149A and with approval of the Office of the Inspector General of the Commonwealth of Massachusetts.

Construction Manager at-Risk (“CM at-Risk”) is a delivery method which entails commitment by the selected Construction Manager (“CM”) to deliver the project within a Guaranteed Maximum Price (“GMP”) based on the construction documents and specifications. MCCA previously pursued this delivery method for The Hynes/MTA Tunnel Ceiling Removal & Replacement Project in 2012, The Hynes MEP Project in 2018, the New Springfield Parking Garage Project in 2022, the Hynes Air Handling Units and Switchgears Upgrades in 2023, and the Hynes Deferred Maintenance and Code Upgrades Project in 2024.

The CM at-Risk provides professional services and acts as a consultant to the Authority in the design development and construction phases of the project. The CM must manage and control construction costs and not exceed the agreed upon GMP.

CM at-Risk Services for the Hynes Phase 2 Compliance and Aesthetic Improvements Project

In accordance with MGL c149A, in order to proceed with the CM at-Risk delivery method, all the following must occur:

- ☒ The project must have an estimated cost of at least \$5 million;
- ☒ The Authority must have an Owner's Project Manager: **Arcadis U.S. Inc.**;
- ☒ The Authority must procure a Designer: **STV Inc.**;
- ☐ The Authority must receive authorization by the MCCA Board of Directors to enter into a CM at-Risk Contract;
- ☐ Approval to use the delivery method must be obtained from the Commonwealth of Massachusetts Office of the Inspector General.

CM at-Risk Services for the Hynes Phase 2 Compliance and Aesthetics Improvements Project

Scope of the Hynes Phase 2 Compliance and Aesthetic Improvements Project:

- Smoke control, lighting control, and fire alarm upgrades are required for code compliance; aesthetic and operational improvements address equipment at the end of its useful life. These include, meeting room finishes, carpet, wall coverings, card access, lighting, etc.
- A phased approach will be used to complete the upgrade utilizing the scheduled Hynes shutdown periods to the greatest extent possible and taking into consideration of design and procurement constraints.
- This project will produce significant public-facing visual improvements, and the proposed upgrades will ensure continued efficient building operations.
- Using CM at-Risk procurement to maintain the construction schedule and coordinate this complex effort, the MCCA will realize improved operational efficiencies, control, and performance necessary to support the Hynes Convention Center.

CM at-Risk Services for the Hynes Phase 2 Compliance and Aesthetics Improvements Project

Recommended Motion

The Massachusetts Convention Center Authority Development and Construction Committee recommended that the Board of Directors vote to authorize the Interim Executive Director or his designee to execute and delivery on behalf of the Authority the Construction Management at-Risk Services Application for approval to the Office of the Inspector General of the Commonwealth of Massachusetts, for the Construction Management at-Risk Services for the Hynes Phase 2 Compliance and Aesthetic Improvements Project.



Report of the Administration, Finance and Personnel Committee

MCCA Board Meeting
Thursday, June 18, 2026

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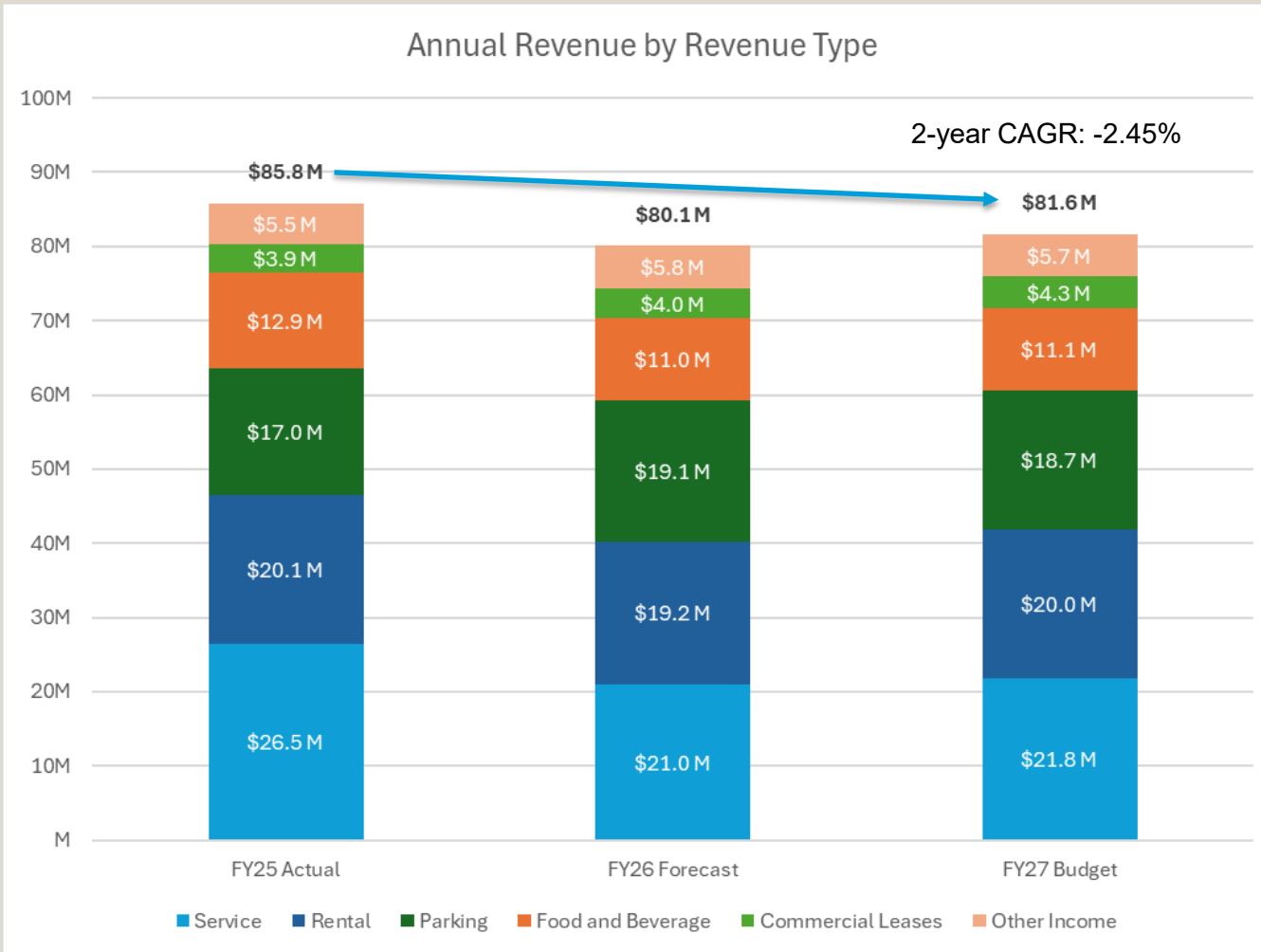
FY 2027 Operating Budget

Board Meeting

June 18, 2026

**MASSACHUSETTS
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FY27 Budget Revenue – Shift in Revenue Mix

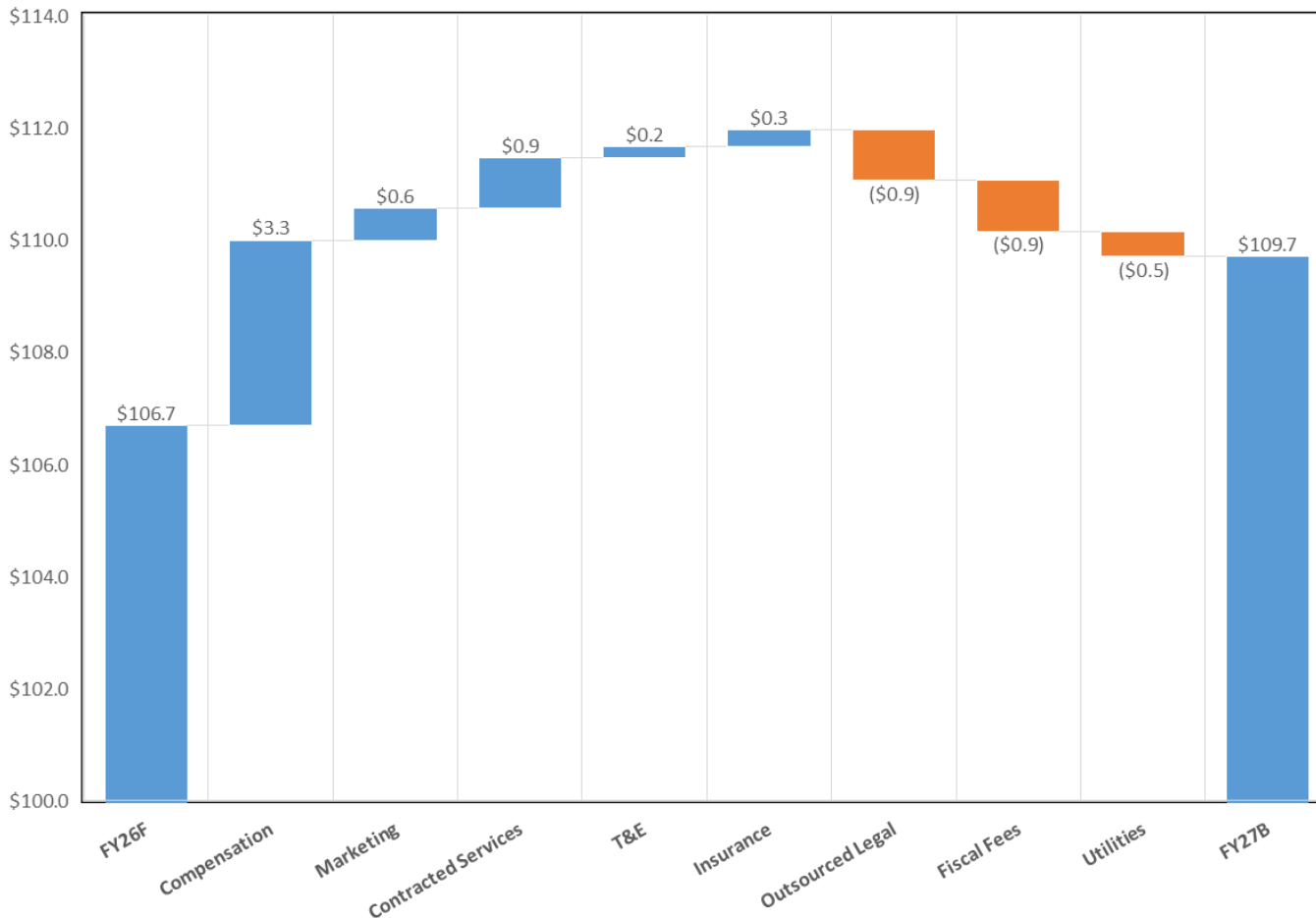


- Improved Mix of Business yielding increased revenue despite fewer events
- Number of Events
 - FY25 – 200 Events
 - FY26 – 173 Events
 - FY27 – 133 Events
- Dark Days*
 - FY25 – 182 Days
 - FY26 – 164 Days
 - FY27 – 160 Days
- Potential \$1.8M revenue upside due to short-term sales ramp
 - \$1.5M in Rental
 - \$0.3M in Food & Beverage

* MCEC and Hynes only – full building maintenance holds

FY27 Budget Operating Expense Bridge

FY27 Budget Operating Expense Bridge



Compensation

• Headcount	\$1.9M
• CBA increases	\$0.5M
• 3% COLA	\$0.4M
• Merit and Promotions	\$0.5M
• Total	\$3.3M

Contracted Services

- \$0.7M increase in Show Security due to rates, mix and volume (offset in Revenue)

Marketing

- \$0.5M ADA website development
- 3% BCMC COLA + 1% Merit

Outsourced Legal

- \$0.9M decrease partially offset by increased legal headcount included above

Utilities

- Kwh based on 2-year trend + weather normalization; rate is based on 5-year trend

FY 25 Actuals vs. FY 26 Forecast vs. FY 27 Budget

	FY25	FY26	FY27	27B v. 26F	
(in millions of USD)	Actuals	Forecast*	Budget	\$	%
Operating Revenue					
MCEC	49.0	48.0	47.7	(0.3)	-0.6%
Hynes	13.6	7.6	10.3	2.7	35.1%
LOD	1.3	0.8	1.1	0.3	32.1%
BCG	12.6	12.4	12.7	0.3	2.4%
MMC	9.1	9.6	8.4	(1.2)	-12.8%
Springfield Garage	0.2	0.7	0.6	(0.1)	-14.3%
Other Income	0.0	0.9	0.8	(0.1)	-6.7%
Operating Revenue	85.8	80.1	81.6	1.6	2.0%
CCF Revenue	19.6	26.6	28.0	1.4	5.3%
Total Revenue	105.4	106.7	109.7	3.0	2.8%
Operating Expenses					
MCEC	48.3	51.8	50.8	(1.0)	-1.9%
Hynes	13.6	12.0	15.7	3.7	30.7%
Lawn on D	0.6	0.4	0.7	0.3	68.0%
BCG	2.5	2.5	2.8	0.3	11.5%
MMC	14.9	15.7	14.7	(1.0)	-6.5%
Springfield Garage	0.1	0.7	1.0	0.3	34.7%
Total Operating Expenses	80.1	83.1	85.7	2.5	3.0%
Administrative	17.7	15.2	15.1	(0.1)	-0.8%
Sales & Marketing	7.6	8.3	8.9	0.6	7.0%
Subtotal	25.2	23.5	24.0	0.5	2.0%
Total Expenses	105.4	106.7	109.7	3.0	2.8%

Budgeted FY 2027 operating revenue of **\$81.6M** is budgeted to increase \$1.6M or 2.0% primarily as a result of:

- Flat convention and exhibition revenue
 - (160 Dark Days)
 - Levy - 19% gross margin
- Modest increase in public safety revenue

Note: CCF revenue is budgeted to increase to **\$28.0M**.

Budgeted FY 2027 total expenses of **\$109.7M** are budgeted to increase \$3.0M or 2.8% primarily as a result of:

- Strategic headcount increases
- 3% cost of living increase
- Public safety increases
- Insurance expenses (+8%)
- Partially offset by decreasing legal expenses.

Note: FY 2026 total operating expenses are forecasted to 1.2% greater than prior year, creating FY 2027 operating expense pressure.

* Forecast was updated in June to incorporate under accrued marketing expenses.

FY27 Economic Impact



1.3M Visitors



2.8M Visitor Days



0.5M Room Nights



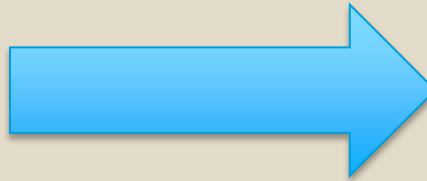
\$337 average
spend per day



Over 6.5K jobs
supported



\$219M taxes
generated



\$1.4B

Economic Impact

- Direct - \$.7B
- Indirect - \$.3B
- Induced - \$.4B

Represents a \$0.5B or
35% increase from the
COVID recovery point

These estimates are based on IMPLAN data and contribution analysis methods, ensuring the results are consistent, credible and grounded in widely accepted modeling practices.

Fiscal Year 2027 Operating Budget

Recommended Motion

The Massachusetts Convention Center Authority Administration, Finance and Personnel Committee recommended that the Board of Directors vote to adopt and approve the Operating Budget for Fiscal Year 2027, considered this day, providing for an operating budget of \$109,695,953, and authorize the expenditures of the operating budget.