

Facility	Financial Consultant	Funding	Cost Projections vs. Actual
Indiana Convention Center & Lucas Oil Stadium	Indiana Finance Authority One North Capitol, Suite 900 Indianapolis, IN 46204 (317) 233-4332 Phone (317) 232-6786 Fax	<p>Project Cost: Convention Center = \$275 million Stadium = \$720 million</p> <p>The stadium project is linked with the expansion of the Indiana Convention Center.</p> <p>Marion County has raised taxes on:</p> <ul style="list-style-type: none"> <li>• Auto rentals = 2%</li> <li>• Innkeeper's tax = 3%</li> <li>• Food and beverage taxes in nine surrounding counties = 1%</li> <li>• The sale of Colts vanity license plates</li> <li>• Marion County (County that holds Indy) will fund the project with an additional 1% tax on top of the original 1% that Marion Co. already pays for the RCA Dome.</li> </ul>	
Pasadena Convention Center		<p>Project Cost: \$150 million</p> <ul style="list-style-type: none"> <li>• No cost to Pasadena taxpayers.</li> <li>• Debt (\$150 million bond) will be paid with increased revenues generated by the expanded facility and a portion of the Transient Occupancy Tax (TOT) that used to pay for destination marketing*. 2.89% effective July 1, 2006 in order to support the expansion project. Total TOT is 12.11%.</li> <li>• As the project evolved, the costs of construction escalated, so the cost of the project was adjusted accordingly. The pro forma, which is based on projected revenue, fully supports a \$150 million project.</li> </ul> <p>*Tourism Business Improvement District, which is an assessment district including all of the hotels and motels in Pasadena. The revenue generated by the assessment is used to fund destination marketing efforts freeing up other revenues to be used for debt service.</p>	
Pennsylvania Convention Center	PFM – Public Financial Management Two Logan Square	<p>Project Cost: \$790 million</p> <ul style="list-style-type: none"> <li>• Hotel Tax = 1.5%</li> <li>• State will pick up \$700 million of the cost with taxes collected on the profits of casinos. (53% tax)</li> </ul>	

	<p>18th &amp; Arch Streets Suite 1600 Philadelphia, PA 19103 Phone: 215-567-6100</p>	<ul style="list-style-type: none"> <li>• “Welcome Fund” - The Welcome Fund extends green cards to wealthy, vetted Chinese immigrants in exchange for help financing economic development projects.</li> </ul> <p>Feb. 19, 2009--The Convention Center Authority voted unanimously yesterday to borrow \$122 million to help pay for the center's \$786 million expansion from 200 wealthy investors, mostly from China, who want to move to the United States. The board must still sign off on the precise terms of the proposed loan, which board members were told would carry an interest rate near 2.5 percent, and a five-year term. When the loan is due in five years, the state is responsible for paying it back.</p>	
<p>Phoenix Convention Center</p>	<p>Lehman Brothers (company no longer exists)          Jim Hen – now works for Barclays Capital 212-526-2134           In 2008, Barclays Capital acquired Lehman Brothers North American operations</p>	<p>Project Cost: \$660 million          No taxes were increased to fund the expansion. The project is a cooperative effort between the city of Phoenix and the state of Arizona. Phoenix voters approved \$300 million in funding for the expansion in 2001; the Arizona Legislature approved matching funds in 2003.*</p> <p>City Bond = \$300 million          The convention center expansion receives .5% revenue from each of the following sources:</p> <ul style="list-style-type: none"> <li>• Advertising Tax</li> <li>• Job Printing tax</li> <li>• Hotel/Motel tax</li> <li>• Transportation tax</li> <li>• Publishing tax</li> <li>• Restaurant/Bar tax</li> <li>• Construction Sales tax</li> </ul> <p>State Bond - \$300 million          Contributes “x” amount per year to the City on August 1. Money being replenished by the increased business from the expansion.</p> <p>*The ballot proposition would authorize the city to spend up to \$300 million Phoenix Civic Plaza funds and an additional \$300 million from state or other funding sources, provided that under no circumstances will the project result in an increase in any city tax rate.</p>	
<p>Vancouver Convention &amp; Exhibition Centre</p>	<p>Project not financed: 100% of project funding supplied upfront by sources identified to the</p>	<p>Project Cost: \$883.2 million</p> <ul style="list-style-type: none"> <li>• Tourism Vancouver will contribute \$90 million – financed by way of contributions advanced on its behalf from Province of British Columbia*.             <ul style="list-style-type: none"> <li>• The provincial contribution may be reduced if upfront payments from commercial revenues exceed \$30 million (facility revenues, including parking, retail lease rates</li> </ul> </li> </ul>	

	<p>right.</p>	<p>and supplier)</p> <ul style="list-style-type: none"> <li>• Federal and provincial governments are each contributing up to \$222.5 million.             <ul style="list-style-type: none"> <li>• The Government of Canada’s <i>Building Canada</i> fund.**                 <ul style="list-style-type: none"> <li>• Gas Tax</li> <li>• Goods and Services Tax</li> </ul> </li> </ul> </li> </ul> <p>Sources of Funding (millions):</p> <table border="1" data-bbox="590 402 1247 667"> <tr> <td>Government of Canada (Infrastructure Canada)</td> <td>222.5</td> </tr> <tr> <td>Government of Canada (Western Economic Diversification)</td> <td>2.1</td> </tr> <tr> <td>Tourism Vancouver</td> <td>90.0</td> </tr> <tr> <td>Project Revenue</td> <td>71.1</td> </tr> <tr> <td>Province of British Columbia</td> <td>497.5</td> </tr> </table> <p>*The Province of British Columbia’s and Tourism Vancouver’s share of the total program is being advanced to the Company through contributions from the voted appropriations of the Ministry of Small Business and Economic Development in fiscal years 2003/04 through 2006/07.              ** Through the Canada Strategic Infrastructure Fund (CSIF), the Government of Canada works with provincial, territorial and municipal governments, as well as with the private sector, to meet strategic infrastructure needs throughout the country. The CSIF supports large-scale strategic infrastructure projects that improve quality of life and further sustainable growth. The fund also contributes to the Government of Canada’s New Deal for Cities and Communities, which will help make Canada a world leader in developing vibrant, creative and prosperous cities and communities.</p>	Government of Canada (Infrastructure Canada)	222.5	Government of Canada (Western Economic Diversification)	2.1	Tourism Vancouver	90.0	Project Revenue	71.1	Province of British Columbia	497.5	
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<p>McCormick Place</p>	<p>Bear Stearns                  Charlie Johnson                  1) First Southwest Company                  325 North St.                  Dallas, TX 75201                  214-953-4000                  2) Evensen Dodge                  601 Carlson Pkwy,                  Suite 1050                  Minnetonka, MN</p>	<p>Project Cost: \$882 million</p> <ul style="list-style-type: none"> <li>• 6% fee on auto rentals in Cook County.</li> <li>• 2.5% tax on hotel &amp; Motel rooms in Chicago.</li> <li>• 1% tax on restaurant meals in downtown district.</li> <li>• Ground Transportation fee from O’Hare and Midway - Taxi and limos are charged a \$2.00 departure fee, with airport bus fees from set at \$9, \$18 and \$27 per vehicle depending on capacity.</li> <li>• The Authority is also authorized to receive certain surplus funds, if any, generated by the Illinois Sports Facilities Authority.</li> <li>• In addition, the state of Illinois established and holds a reserve escrow account – \$2.293 million balance as of June 30, 2006 – to offset any shortfalls in the receipt of Authority taxes used to make debt service payments on the Expansion Project Bonds.</li> </ul>											

	<p>55305 952-210-9795 3) Piper Jaffray 800 Nicollet Mall, Suite 800 Minneapolis, MN 55402 612-303-6000</p>	<ul style="list-style-type: none"> <li>• An allocated portion of the state of Illinois sales tax is also available to service the Project Bonds in the event of shortfalls in Authority taxes.</li> </ul>	
<p>Raleigh Convention Center</p>	<p>DEC Associates Inc. Douglas Carter 6201 Fairview Rd. Charlotte, NC 28210 704-334-7478</p>	<p>Project Cost: \$222 million Complete rebuild.</p> <ul style="list-style-type: none"> <li>• No increase in taxes.</li> <li>• Funds collected from Wake County's prepared food and occupancy taxes have paid for most of the center's construction.             <ul style="list-style-type: none"> <li>• Occupancy Tax = 6%</li> <li>• Prepared Food and Beverage = 1%</li> </ul> </li> <li>• Contingency fund - money from the increased business from the expansion.</li> </ul> <p>The financing plan for the convention center was approved by both the Raleigh City Council and the Wake County Board of Commissioners.</p>	
<p>The Boston Convention and Exhibition Center</p>	<p>Financing was handled in two phases.</p> <p>1) Bear Stearns (company no longer exists)</p> <p>2) Merrill Lynch &amp; Co., Inc. 4 World Financial Center 250 Vesey</p>	<p>Project Cost: \$800 million</p> <ul style="list-style-type: none"> <li>• 2.75% of the total fee of hotel rooms in Boston, Cambridge, Springfield, and Worcester. This tax is levied directly upon the hotel owner/operator, based on the price of the room.</li> <li>• \$10 surcharge on car rentals within Boston, of which \$1 shall be paid to the Room Occupancy Excise Fund, used to repay Boston's debt issue</li> <li>• \$2 per day surcharge on parking at facilities built in conjunction with any of the projects authorized by this act in Boston, Springfield, and Worcester</li> <li>• 5% of the purchase price on water and land-based sight-seeing tours, tourist venues, entertainment cruises, or tours located within or originating within the Commonwealth of Massachusetts</li> <li>• All receipts by meal and beverage taxes within the CCFD at establishments opened on or after July 1, 1997</li> <li>• All excise tax receipts imposed on hotel/motel rooms in the Convention Center Finance District (CCFD)</li> <li>• All excise taxes imposed on hotel rooms inside Boston, but outside the CCFD, and in Cambridge</li> </ul>	

	<p>Street New York, NY 10080  212-449-1000</p>	<p>opened on or after July 1, 1997. Like the excise tax, this one is levied upon the user of the hotel room, rather than on the hotel owner. The owner/operator, however, collects the tax and sends it to the Massachusetts Department of Revenue.</p> <p>Commonwealth would make \$537 million available for construction of the Boston Convention and Exhibition Center, and Boston would make \$157 million available to acquire and prepare the land for development.</p> <p style="text-align: center;"><b>Chapter 152 Legislation</b></p> <p>Section 1</p> <p>The Commonwealth's share shall not exceed: <span style="float: right;">\$537,200,000</span></p> <p>Additional funds may be made available to meet the requirements of Section 6: <span style="float: right;">\$47,200,000</span></p> <p>The costs of site acquisition, remediation, gravel removal, and demolition, should these costs exceed \$205 million <span style="float: right;">\$25,000,000</span></p> <p><b>Total Commonwealth share: <span style="float: right;">\$609,400,000</span></b></p> <p>Section 6</p> <p>Boston shall "raise and appropriate <b>not less than</b> (in section 7(a), the city is "authorized to borrow a sum in the aggregate <b>not exceeding</b> \$157,800,000") <span style="float: right;">\$157,800,000</span></p> <p>Section 7</p> <p>Boston may raise additional funds to pay excess costs pursuant to Section 6 <span style="float: right;">\$25,000,000</span></p> <p><b>Total share for the City of Boston: <span style="float: right;">\$182,800,000</span></b></p> <p><b>Grand Total: <span style="float: right;"><u>\$792,200,000</u></span></b></p> <p>Chapter 152, Massachusetts General Court, 1997</p>	
<p>Walter E. Washington</p>	<p>Financial Advisor:</p>	<p>Project Cost: \$850 million</p>	

Convention Center, Washington DC	First Albany Financial Manuel Angeles 212-461-9470	Debt repayment from dedicated tax stream: <ul style="list-style-type: none"> <li>Hotels = 4.5% of 14.5%</li> <li>Restaurants = 1%</li> <li>No increase in taxes</li> </ul>	
Rhode Island Convention Center Complex	Not Identified	Project Cost: \$80 million renovation of the Dunkin' Donuts Center (DDC). The Authority's renovation of the DDC connected the arena by pedestrian bridge to the Convention Center and garages, effectively creating a complex. State issued Bonds: <ul style="list-style-type: none"> <li>Increase in Hotel room tax</li> </ul> Rhode Island State Law requires that all state capital construction projects allocate 1% of the hard construction costs for public art.	
Toronto Congress Centre	Not Identified	Since it is privately-owned, the information requires permission from the owner. The VP and the owner did not get back to me and will be out March 16-20. I asked that they follow up with me when they return.  The completion of the new phase will place Toronto Congress Centre (TCC) as one of the three largest privately-owned convention facilities in North America, and it will be among the top ten in size on the continent.	
Niagara Convention & Civic Centre	Not Identified	Project Cost: \$100 million New Facility <ul style="list-style-type: none"> <li>Building upon significant private sector funding commitments: <ul style="list-style-type: none"> <li>Local business had to raise a 3rd of the money - investments from local businesses (hotels, parks, casinos, etc.). Obtain a seat on the board.</li> </ul> </li> <li>Federal Gov. (Building Canada fund) matches up to a 3<sup>rd</sup></li> <li>Provincial matches up to a 3<sup>rd</sup></li> <li>No tax increases</li> <li>No local Government funding</li> </ul>	
Jackson Convention Complex	Not Identified	Project Cost: \$65 million  To fund the project, new tax increases went into effect January 1, 2005	

		<ul style="list-style-type: none"><li>• 1% restaurant tax</li><li>• 3% hotel tax</li><li>• 3% tax on catering in the convention center</li><li>• (The convention center is being built next to the Mississippi Telecommunications Conference and Training Center (TelCom Center) as part of the Capital City Convention Center Complex.)</li></ul>	
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