



Image credit: Visit Baltimore

BALTIMORE CONVENTION CENTER

RENOVATION/MODERNIZATION SENSITIVITY ANALYSIS

PRESENTED TO: MARYLAND
STADIUM AUTHORITY

JUNE 2025 – FINAL REPORT



Report Letter

June 2025

Mr. Al Tyler, Vice President
Maryland Stadium Authority
Capital Projects Development Group
The Warehouse at Camden Yards
351 West Camden Street - Suite 300
Baltimore, MD 21201

Dear Mr. Tyler:

Crossroads Consulting Services, LLC has completed its sensitivity analysis for the Maryland Stadium Authority related to the proposed renovation/modernization of the Baltimore Convention Center. This report summarizes our findings and principal conclusions from the research and analysis.

The findings contained in the report reflect analysis of information provided by secondary sources including, but not limited to, data obtained from the Maryland Stadium Authority, Baltimore Convention Center and Visit Baltimore. We have utilized sources that are deemed to be reliable but cannot guarantee their accuracy. Estimates and analysis used regarding this project are based on trends and assumptions and, therefore, there will usually be differences between the projected and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. We have no obligation, unless subsequently engaged, to update this report or revise the information contained therein to reflect events and transactions occurring after the date of this report.

In accordance with the terms of our engagement letter, the accompanying report is restricted to internal use by the Maryland Stadium Authority and may not be relied upon by any other party for any purpose, including financing.

We have enjoyed serving you on this engagement and look forward to the opportunity to provide you with continued services.

Sincerely,

Crossroads Consulting Services, LLC

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1. Introduction and Executive Summary



Introduction

Project Background

Established by the State General Assembly in 1986, the original mission of the Maryland Stadium Authority (MSA) was to build, manage and maintain quality facilities to retain major league baseball, and return NFL football to Maryland. For over 35 years, MSA has completed projects in partnership with local governments, universities and the private sector throughout Maryland. These projects include convention centers, sports facilities, museums, theaters, parks and campus centers.

MSA is committed to enhancing the Maryland experience for those who live, work and visit here. In addition, MSA currently oversees projects such as the 21st Century School Buildings Program and Project C.O.R.E (Creating Opportunities for Renewal and Enterprise) which orchestrates the demolition of blighted structures throughout Baltimore City. The sports commission for the State, known as Maryland Sports, is a division of MSA and has been since its existence in 2008.

MSA's projects promote historic preservation, adaptive reuse, community redevelopment, cultural arts and civic pride. In planning selected projects, MSA has the latitude to negotiate with other government jurisdictions and other departments within the State. Its mandate includes creating public-private partnerships for financing and operating facilities. The Baltimore Convention Center (BCC) is one of the projects with which MSA is involved.

Situated in downtown, the BCC originally opened in 1979 with the East Building. In 1997, it was renovated and expanded to add the West Building. The BCC is a popular destination in the Mid-Atlantic for conventions, tradeshow, meetings, consumer shows and other events. The facility currently offers more than 1.2 million gross square feet (SF) of total space which includes:

Exhibit Space: 300,000 total SF which is divisible into seven separate halls

Ballroom Space: 36,700 total SF which is divisible into four sections

Meeting Space: 70,500 SF including 50 meeting rooms that can accommodate between 85 and 1,600 people

In addition, the facility offers other features including pre-function space, an outdoor terrace and a covered pavilion as well as access to the Skywalk, Inner Harbor and hotels via the mezzanine level. The BCC is connected to the City-owned Hilton Baltimore which has 757 rooms.

The BCC's mission is to generate positive economic impact, create jobs, and serve our community and management is "committed to delivering exceptional experiences for everyone, every time".

The vision is as follows: "With an emphasis on sustainable and equitable practices, we exemplify and promote the best of Baltimore's unique and diverse cultural identity. Along with world-class staff and facilities, it is that authenticity, that will make the BCC a destination of choice for clients and visitors alike."

Introduction (cont'd)

The BCC is currently owned and operated by the City. It should be noted that in July 2024 the Baltimore Convention and Tourism Redevelopment and Operating Authority Task Force was authorized by the General Assembly. Its mission is to study and make recommendations concerning the membership, purpose, and function of an entity or strategy to govern the renovation, revitalization, financing, ongoing maintenance and management of the Baltimore Convention site and certain surrounding areas. The Task Force went into effect on July 1, 2024, and terminates June 30, 2025.

Several studies have been conducted related to the renovation, expansion and/or modernization of the BCC. In July 2018, MSA released Phase 1 of the Baltimore Convention Center Renovation/Expansion Feasibility Study which considered a stand-alone convention center as well as a hybrid facility inclusive of a hotel and/or arena. This study suggested an 'ideal' program for renovation/expansion of the BCC including additional exhibit, meeting and ballroom space.

In fall 2018, MSA proceeded with conducting due diligence and conceptual design of the proposed program and a design scenario that included a renovation/expansion of the BCC and a new hotel. The purpose of the effort was to test fit the 'ideal' program and identify challenges associated with development/construction. MSA's efforts found that expanding the existing BCC and developing an adjacent hotel was challenging and costly as it would require acquisition of privately owned property, demolition of the physical structures located on the property and significant modification/relocation of existing publicly and privately owned utilities located in and around Charles Street.

In July 2019, legislation was enacted requiring MSA and the City to enter into an agreement to further the planning and design for the improvements of the BCC with a funding split of one-third City and two-thirds State. The legislation was enacted prior to the completion of the due diligence and conceptual design work.

In 2020, Crossroads Consulting was engaged to develop and implement an independent initiative to elicit candid and unbiased feedback from existing and potential BCC customers. Participants were selected based on a list of existing and targeted customers provided by Visit Baltimore. In addition, Visit Baltimore's Customer Advisory Board members were asked to provide feedback. In order to maximize feedback, customers had the opportunity to 1) complete a customized online survey to identify and prioritize the most important attributes in selecting a convention center and a convention destination as well as to cite any industry trends they feel are important relative to attracting and hosting their event and 2) participate in one-on-one video conferences for a focused, in-depth discussion of specific convention center and destination attributes that are important to their selection criteria as well as best practices that they have experienced at other venues and destinations. In addition, for individuals who were familiar with the BCC and Baltimore, we discussed specific improvements they thought would increase the overall marketability of the facility and/or the destination. As a point of reference, a summary from this outreach is in the Appendix of this report.

In February 2020, MSA's Board of Directors approved a request from the Mayor of the City of Baltimore to develop a concept design for a renovated/modernized BCC that more closely aligned the program with economic and fiscal benefits.

Introduction (cont'd)

As part of this strategic initiative, Crossroads updated certain elements of the previous market and economic study based on changes in the local market, the competitive supply, trends in the convention and meetings industry and the shift from expansion to renovation/modernization within the BCC's existing structure. Renovation/modernization was assumed to consist of building upgrades that primarily address deferred maintenance needs and some limited enhancements to the existing space within the BCC to improve overall functionality and customer experience based on available funding. This analysis also evaluated the impacts to BCC event activity and economics in a "do nothing" scenario. For purposes of this analysis, a "do nothing" scenario reflects the BCC continuing operations in its current state, without renovation/modernization.

Ayers Saint Gross, LMN and a team of subconsultants completed a property condition assessment that analyzed the physical condition of the East Building of the BCC and identified major capital improvements that are needed. Many of these recommendations involved systems and other back-of-house supporting infrastructure to keep the facility operational rather than changes to the amount, type and/or use of space and other amenities that would be easily recognizable and appealing to event organizers, attendees and exhibitors.

The Ayers Saint Gross project team also explored the merits of constructing 100,000 SF of flexible space on the upper level of the existing BCC and MSA provided an order-of-magnitude cost to renovate/modernize the BCC with and without the add alternate.

MSA and the City continue to assess multiple potential redevelopment strategies. One option currently under consideration is to redevelop the entire east side of the BCC to accommodate the proposed building program and utilize the west portion of the facility for other development initiatives.

For this study effort, Crossroads was tasked with conducting a sensitivity analysis that assesses the overall marketability of different redevelopment scenarios and provides an order-of-magnitude estimate of the potential usage/event activity and economic impacts that could be generated.

The following is a general description of the scenarios under consideration:

Scenario 1 – Do Nothing / Status Quo

Scenario 2 – Renovate/Modernize All Existing Space

Scenario 3 – Renovate/Modernize All Existing Space & Add 100,000 SF Flex Space

Scenario 4 – Renovate/Modernize the West Side & Build a New East Side

Scenario 5 – Develop All New Stacked Space on the East Side Allowing the West Side to Be Used for Alternative Development

The table below provides a summary of the amount and types of spaces envisioned for each scenario described above.

Type of Space	Scenario				
	1	2	3	4	5
Exhibit (SF)	300,000	300,000	300,000	340,650	300,000
Flex (SF)	0	0	100,000	w/ New Ballroom	160,000
Meeting (SF)	70,500	70,500	70,500	135,450	138,600
Ballroom (SF)	36,700	36,700	36,700	167,400	59,400
Total Function Space	407,200	407,200	507,200	643,500	658,000
% Additional New Space		0%	25%	58%	62%

Source: MSA.

Introduction (cont'd)

Where appropriate, Crossroads leveraged the research and analysis that has been conducted to date for this project. One key objective is to comment on whether there appears to be fundamental difference in demand for and marketability of stacked versus contiguous exhibit space.

The information outlined in this report is only one factor that MSA and the City should consider in their strategic planning efforts related to the potential renovation/modernization of the BCC.

It is important to note that the purpose of this analysis is not to test the feasibility of the project but rather to provide information that allows MSA and the City to draw their own informed conclusions regarding the viability associated with future redevelopment options for the BCC.

As a point of reference, MSA's role in managing this ongoing strategic planning effort is to provide an unbiased, objective and thorough independent analysis. MSA's studies provide information, not recommendations, to local officials to assist in the decision-making process about investment and benefits for their communities and constituents. In addition to the City and the BCC, other stakeholders involved in the BCC modernization effort include Greater Baltimore Committee, Downtown Partnership of Baltimore, Baltimore Development Corporation, and Visit Baltimore.

Work Plan

Research tasks completed as part of this study effort included, but were not limited to, the following:

- Discussed key issues related to the project with MSA representatives.
- Reviewed completed studies/analyses related to the project that were conducted by MSA and/or its advisors including Ayers Saint Gross/LMN.
- Obtained feedback from various stakeholders to obtain their perspectives on the benefits, challenges, and opportunities associated with the potential redevelopment scenarios under consideration.
- Updated specific local market attributes that could potentially impact future BCC operations.
- Analyzed historical BCC operations including usage and financial operations and reviewed lost business reports and customer satisfaction surveys.
- Profiled key industry trends that may impact future BCC operations.
- Retained Access Intelligence Research & Consulting to conduct a survey of meeting planners and event organizers to obtain input related to their perspectives on the BCC and on Baltimore as a destination.
- Updated pertinent data from competitive facilities including building program elements and key destination attributes.
- Commented on the relative pros and cons for each of the potential redevelopment scenarios' ability to address the needs of potential target markets based on findings from previous analyses conducted for MSA related to the BCC as well as the research and analysis from the tasks described above including market outreach with meeting planners/event organizers and convention/meeting industry trend data.
- Estimated the potential utilization and economic and fiscal impacts for various redevelopment scenarios.

Executive Summary

This section summarizes key findings based on the research and analysis conducted as part of this study effort. The information presented in this executive summary is extracted from the more detailed report. As such, it is important for the reader to review the report in its entirety to gain a better understanding of the research, methodology and assumptions used.

The BCC is a significant economic generator to the City and the State. BCC's fiscal year (FY) is July 1 through June 30. The BCC averaged 124 events and 490,300 in total attendance annually from FY 2015 through FY 2019 before realizing the negative impacts associated with COVID-19 from FY 2020 through FY 2022. The total number of events hosted at the BCC from 2015 through 2017 was relatively consistent. The number of events increased significantly in 2018, before significantly decreasing in 2019. Total attendance was highest in 2015 at 515,667 and ranged from 459,849 to 513,715 from 2016 through 2019. Both the number of events and total attendance increased in FY 2023 and FY 2024 but have not reached pre-pandemic levels.

Since FY 2015, convention and tradeshow activity in terms of events, event days and attendance has generally been trending downward. While there was an increase in the number of and total attendance at conventions and tradeshows from FY 2023 to FY 2024, these numbers are still significantly lower than pre-pandemic levels. Given the revenues and economic impacts produced, it will be important for management to try to optimize these event types. Meeting and public show business fluctuate but remain solid. Sporting events have increased in recent years which is primarily attributable to the BCC hosting activities related to the CIAA basketball tournament.

The BCC's operating loss averaged approximately \$7.4 million annually from FY 2015 through FY 2019 before it increased to an average of \$12.2 million annually from FY 2020 through FY 2021 and \$13.3 million from FY 2022 through FY 2024. The BCC operating deficit is shared - the City pays one-third and the State pays two-thirds. The State's portion of the BCC's operating subsidy averaged approximately \$5.0 million annually from FY 2015 through FY 2019; however, this amount increased substantially from FY 2020 through FY 2024 when it averaged \$8.9 million which was impacted by the COVID-19 pandemic.

Visit Baltimore tracks lost business of groups that chose not to book their event at the BCC along with the reasons why. Reported lost business in FY 2023 and FY 2024 indicates approximately 400 events were lost with an estimated 1.1 million attendees and nearly 2 million hotel room nights. These events reflect bookings reported as lost in FY 2023 and FY 2024, regardless of when the event would have occurred. The primary reasons for lost business at the BCC were product and availability (both no dates available and preferred dates not available). Other reasons included perception of the City, board/third-party decision, geographic rotation and price.

Executive Summary (cont'd)

Market research, including feedback from stakeholders and user groups, suggests that if the BCC were to “do nothing” it would likely result in a steady decrease in event activity, particularly relative to convention, tradeshow and large meeting business as well as a decrease in operating revenue and an increase in operating loss.

This observation is supported by the survey of meeting planners and event organizers which obtained input related to their perspectives of the BCC and Baltimore as a destination. Key observations from the survey include:

- Most respondents (83%) indicated they were unlikely to host their future event at the BCC if it remains the same. More than half (58%) of respondents indicated they are likely to host a future event at the BCC with modernization and 75% indicated that they are likely to host an event if the BCC modernizes and expands.
- Event producers indicated that the BCC’s strengths are size of exhibit space and ballroom space as well as the venue’s exhibitor services. The main challenges are deemed to be meeting space quality, exhibit space quality, and technology offerings and services.
- When asked their perspectives on the strengths and challenges of Baltimore as a destination, respondents cited air service, geographic location, access to membership/delegate base, and proximity to attractions and hotels as strengths, all of which are considered very important to event producers when selecting a host city. Safety and security of attendees was identified as the primary challenge, followed by hotel quality and cost/value.

This feedback is generally consistent with previous research efforts including prior event producer surveys, direct feedback obtained from existing and potential users in the customer insight analysis that Crossroads completed in 2020 as well as past Visit Baltimore surveys and lost business reports.

Meeting and event planners frequently and consistently emphasize the need for modernized spaces and amenities at the BCC to match the standards of recently upgraded peer facilities. They seek flexible, functional spaces with clear wayfinding and advanced technology. Prioritizing connectivity between exhibit halls, ballrooms, and meeting areas is crucial, along with providing quality outdoor meeting spaces, which are increasingly popular.

Planners and attendees also value a safe, vibrant, walkable area near the convention center that offers a sense of place and an authentic experience. Safety concerns, including crime, remain a significant challenge. Additionally, while Baltimore offers cultural, recreational, and entertainment options, improving the surrounding neighborhood, Inner Harbor, and nearby dining and entertainment options is essential to attract more events to the City. As a point of reference, City leadership is proactively addressing crime concerns and secondary sources report that in 2024 Baltimore recorded its second lowest number of homicides since 1980 and a 40% decrease since 2022. Further, Mayor Scott’s administration worked closely with the Downtown Partnership of Baltimore and other stakeholders and community members to develop the Downtown RISE Strategic Action Plan which serves as a blueprint for the future vision of downtown Baltimore. The focus areas outlined in the plan that will serve as priorities for downtown investment are economic development; infrastructure development; arts, culture and entertainment; and public safety and cleanliness.

Executive Summary (cont'd)

Investing in the BCC's physical spaces is crucial, but equally important is dedicating resources to improve safety and security for attendees to address current negative perceptions from event organizers. The convention and meeting industry is highly competitive. If no action is taken, some events may choose other facilities within Maryland, but many would also consider moving to other cities outside the State. This decline in events would lead to reduced economic and fiscal benefits for both local and State governments.

Most facilities profiled in this report offer more exhibit, ballroom, and meeting space than the BCC, along with measurably higher event counts and attendance. However, meeting planners prioritize not just size but also the quality, functionality, and destination appeal of the space. Among the eight peer destinations, Baltimore has the second lowest per diem cost, ranks fourth in air passenger traffic, and fifth in hotel room supply near the convention center. However, the crime rate within a half-mile of the BCC is the second highest, and the City has one of the higher hotel tax rates, though its lower ADR helps keep it affordable. While Baltimore is seen as an attractive and cost-effective destination, improvements in safety, consistent with the Downtown RISE Strategic Action Plan, and updates to the BCC are essential for maintaining competitiveness.

While recovery has taken place in the industry, convention and meeting activity has still not rebounded to pre-pandemic levels. Having said that, meeting planners are generally optimistic regarding industry growth over the next few years. Event producers are seeking quality venues that offer enhanced services and a unique event experience and ambience. Venue flexibility is an important factor in site selection and cost is a key consideration in destination choice.

As previously mentioned, a primary objective of this study effort is to conduct a sensitivity analysis that provides feedback on the overall marketability and potential usage/event activity and economic impacts associated with the following redevelopment scenarios currently under consideration for the BCC.

Type of Space	Potential Development Scenarios				
	Scenario 1 - Do Nothing	Scenario 2 - Renovate/ Modernize All Existing Space	Scenario 3 - Renovate/ Modernize All Existing Space & Add 100K Flex Space	Scenario 4 - Renovate/ Modernize West Side & Build New East Side	Scenario 5 - Develop All New Stacked Space on East Side - Allowing West Side Use for Alternative Development
Exhibit (SF)	300,000	300,000	300,000	340,650	300,000
Flex (SF)	0	0	100,000	w/ New Ballroom	160,000
Meeting (SF)	70,500	70,500	70,500	135,450	138,600
Ballroom (SF)	36,700	36,700	36,700	167,400	59,400
Total Function Space	407,200	407,200	507,200	643,500	658,000
% Additional New Space		0%	25%	58%	62%

Source: MSA.

As discussed in Section 6 of this report, research conducted as part of this analysis does not support the concept of developing all new stacked space as a viable or desirable option. As such, Scenario 5 is not evaluated as part of the economic analysis.

Executive Summary (cont'd)

The adjacent table illustrates estimates for usage, economic impact, and tax revenues for the BCC, comparing a “do nothing” scenario to various renovation, modernization, and expansion scenarios during a stabilized year of operations. As shown, significant upside exists, dependent upon the extent of the renovation/modernization/expansion.

This analysis can be compared to an order-of-magnitude construction cost provided by MSA and its advisors to provide a preliminary return on investment for each development scenario.

Qualitative benefits associated with ongoing BCC operations include:

- Drawing a critical mass of visitors annually to help support area businesses;
- Offering an attractive venue to residents and visitors that hosts diverse event activity;
- Enhancing the area’s image as a destination by offering additional amenities;
- Receiving increased media exposure through hosting regional and national event activity; and
- Serving as a catalyst for additional economic development in the area.

Summary - BCC Renovation/Modernization Analysis Update				
Category	Scenario 1 - Do Nothing	Scenario 2 - Renovate/Modernize All Existing Space	Scenario 3 - Renovate/Modernize All Existing Space & Add 100K Flex Space	Scenario 4 - Renovate/Modernize West Side & Build New East Side
Usage/Event Activity				
Number of Events	98	133	162	185
Event Days	236	374	449	500
Total Attendance	344,050	541,500	638,200	693,900
Total Economic Contribution - City of Baltimore				
Direct Spending	\$127,300,000	\$203,800,000	\$240,600,000	\$263,400,000
Indirect & Induced Spending	43,500,000	70,800,000	84,000,000	92,200,000
Total Spending	\$170,800,000	\$274,600,000	\$324,600,000	\$355,600,000
Total Jobs	1,200	1,900	2,200	2,400
Total Earnings	\$73,400,000	\$113,100,000	\$132,500,000	\$144,600,000
Total Economic Contribution - State of Maryland				
Direct Spending	\$140,100,000	\$225,600,000	\$266,500,000	\$286,500,000
Indirect/Induced Spending	88,800,000	142,600,000	168,500,000	181,100,000
Total Spending	\$228,900,000	\$368,200,000	\$435,000,000	\$467,600,000
Total Jobs	1,600	2,600	3,000	3,300
Total Earnings	\$89,700,000	\$138,900,000	\$162,899,300	\$174,800,000
Tax Revenues				
City of Baltimore	\$4,900,000	\$8,700,000	\$10,400,000	\$11,400,000
State of Maryland	12,500,000	20,900,000	24,800,000	26,600,000
Total	\$17,400,000	\$29,600,000	\$35,200,000	\$38,000,000

Notes: City and State economic impacts are not additive.

Research does not support Scenario 5 as a viable or desirable option. As such, it is not evaluated as part of the economic analysis.

2. Local Market Conditions

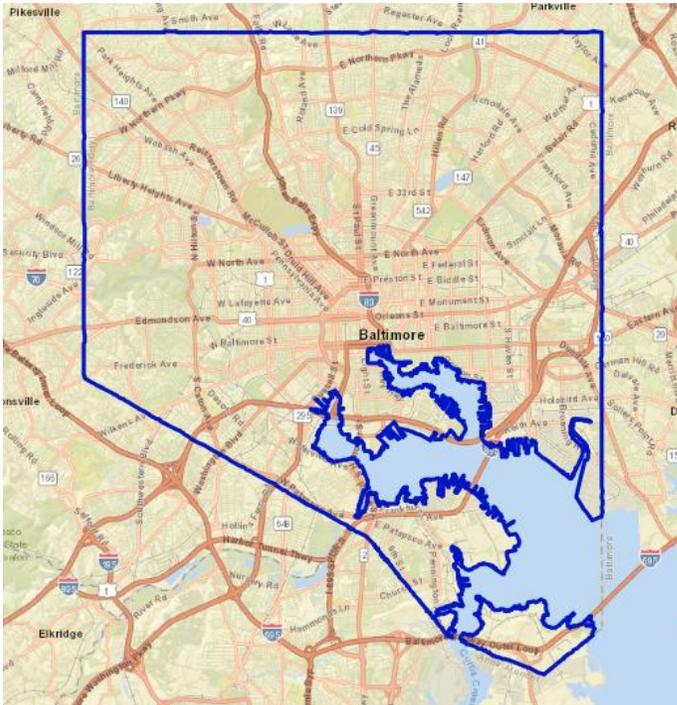


Local Market Conditions - Overview

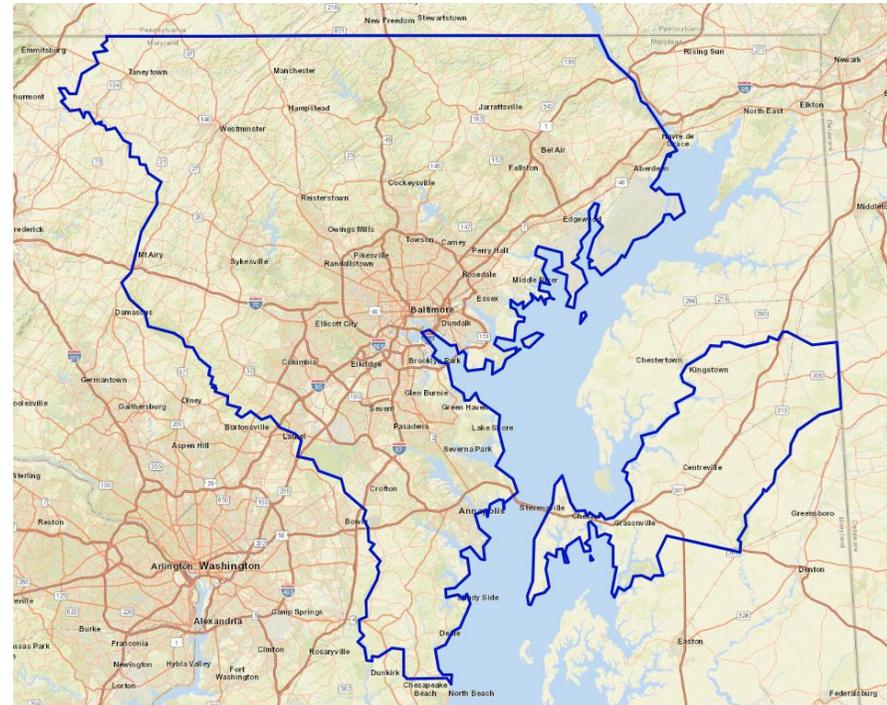
Local market conditions such as demographic and socioeconomic attributes, the vibrancy of the area immediately surrounding a facility, and overall destination appeal to both meeting/event planners and attendees can all impact a facility's overall competitiveness within the broader marketplace. This section profiles demographic and socioeconomic statistics, tapestry segmentation, area employment, transportation access, hotel statistics and area amenities.

Key demographic statistics shown in this report are based on data supplied by Esri, which is a global market leader in geographic information system (GIS) software, location intelligence and mapping.

City of Baltimore Map



Baltimore Metro Area Map



Key Demographic and Socioeconomic Data

This section summarizes key demographic and socioeconomic metrics.

Population serves as a base from which events at the BCC can draw attendance and other forms of support. The Baltimore-Columbia-Towson Metropolitan Statistical Area (Baltimore Metro Area) consists of Baltimore City as well as Anne Arundel, Baltimore, Carroll, Harford, Howard, and Queen Anne's counties.

Esri estimated that the 2024 population in the City and the Baltimore Metro Area was approximately 568,200 and 2.9 million, respectively.

Population growth within the Baltimore Metro Area is projected to be minimal (0.09%) from 2024 to 2029 while the population within the City is expected to decrease slightly (-0.50%) over the next five years. These projected changes are lower than those for the State (0.21%) and the U.S. (0.38%) during the same period.

Esri estimated the median age in the City to be 36.4 years old which is younger than that for the Baltimore Metro Area, the State, and the U.S.

Household income offers a broad measurement of spending potential for a specific population because it indicates the general ability of individuals or households to spend money on activities and purchase a variety of goods and services. The 2024 median household income in the City was \$57,326, which was significantly lower than the other three profiled geographic areas. The median household income in the Baltimore Metro Area was \$96,253, which was lower than the State but higher than that for the City and the U.S.

Summary of Key Demographics and Socioeconomic Characteristics				
Category	City of Baltimore	Baltimore Metro Area	Maryland	U.S.
Population				
2010 Total Population	620,961	2,710,489	5,773,552	308,745,538
2020 Total Population	585,708	2,844,510	6,177,224	331,449,281
2024 Total Population	568,173	2,867,112	6,253,119	338,440,954
2029 Total Population	553,970	2,880,575	6,319,745	344,873,411
2010-2020 Annual Growth Rate	-0.57%	0.49%	0.70%	0.74%
2020-2024 Annual Growth Rate	-0.75%	0.20%	0.31%	0.53%
2024-2029 Annual Growth Rate (Projected)	-0.50%	0.09%	0.21%	0.38%
2024 Median Age	36.4	39.3	39.5	39.3
2024 Median Household Income	\$57,326	\$96,253	\$100,479	\$79,068
2029 Median Household Income (Projected)	\$65,122	\$107,186	\$110,680	\$91,442
2024 - 2029 Annual Growth Rate (Projected)	2.7%	2.3%	2.0%	3.1%
2024 Average Household Income	\$92,736	\$134,895	\$139,575	\$113,185
2029 Average Household Income (Projected)	\$107,846	\$154,086	\$158,876	\$130,581
2024 - 2029 Annual Growth Rate (Projected)	3.3%	2.8%	2.8%	3.1%
2024 Population by Race/Ethnicity				
Black Alone	57.6%	28.8%	29.7%	12.5%
White Alone	27.1%	52.3%	47.2%	60.3%
Two or More Races	5.9%	7.3%	8.2%	10.7%
Single Other Race	5.2%	4.3%	7.1%	8.8%
Asian Alone	3.8%	6.8%	7.2%	6.4%
American Indian Alone	0.5%	0.4%	0.6%	1.1%
Pacific Islander Alone	0.0%	0.0%	0.1%	0.2%
Hispanic Origin	8.6%	8.3%	12.7%	19.6%
Non-Hispanic Origin	91.4%	91.7%	87.3%	80.4%

Note: Persons of Hispanic Origin maybe of any race.

Source: Esri.

Tapestry Segmentation – City of Baltimore

According to Esri, tapestry segmentation classifies neighborhoods into 67 segments on both demographics and socioeconomic attributes. They summarize lifestyle choices as well as what people buy and how people spend free time. The top tapestry segments for the City include Family Foundations, Modest Income Homes, and Metro Renters. The following provides a brief description of each of these three tapestry segments as defined by Esri.

- **Family Foundations (13.3% of 2024 Households):** Family and faith are the cornerstones of life in these communities. Older children, still living at home, working toward financial independence, are common within these households. Neighborhoods are stable: little household growth has occurred for more than a decade. Many residents work in the health-care industry or public administration across all levels of government. Style is important to these consumers, who spend on clothing for themselves and their children as well as on smartphones.
- **Modest Income Homes (12.6 % of 2024 Households):** Families in this urban segment may be nontraditional; however, their religious faith and family values guide their modest lifestyles. Many residents are primary caregivers to their elderly family members. Jobs are not always easy to come by, but wages and salary income are the main source of income for most households. Reliance on Social Security and public assistance income is necessary to support single-parent and multigenerational families. Rents are relatively low, public transportation is available, and Medicaid assists families in need.
- **Metro Renters (12.2% of 2024 Households):** Residents in this highly mobile and educated market live alone or with a roommate in older apartment buildings and condos located in the urban core of the city. This is one of the fastest-growing segments; the popularity of urban life continues to increase for consumers in their late twenties and thirties. Metro Renters resident income is above the US average, but they spend a large portion of their wages on rent, clothes, and the latest technology. Computers and cell phones are an integral part of everyday life and are used interchangeably for news, entertainment, shopping, and social media. Metro Renters residents live close to their jobs and usually walk or take a taxi to get around the city.



Tapestry Segmentation – Baltimore Metro Area

The top tapestry segments for the Baltimore Metro Area include Enterprising Professionals, Savvy Suburbanites, and Parks and Rec. The following provides a brief description of each of these three tapestry segments as defined by Esri.

- **Enterprising Professionals (10.0% of 2024 Households):** Residents are well educated and climbing the ladder in STEM (i.e., science, technology, engineering, and mathematics) occupations. They change jobs often and therefore choose to live in condos, townhomes, or apartments; many still rent their homes. The market is fast-growing, located in lower-density diverse neighborhoods of large metro areas. This young market makes over one and a half times more income than the U.S. median, supplementing their income with investments. At home, they enjoy the internet and TV on high-speed connections with premier channels and services.
- **Savvy Suburbanites (9.6 % of 2024 Households):** Residents are well educated, well read, and well capitalized. Families include empty nesters and empty nester wannabes, who still have adult children at home. Located in older neighborhoods outside the urban core, their suburban lifestyle includes home remodeling and gardening plus the active pursuit of sports and exercise. They enjoy good food and wine, plus the amenities of the city's cultural events.
- **Parks and Rec (7.7% of 2024 Households):** These suburbanites have achieved the dream of home-ownership. They have purchased homes that are within their means. Their homes are older, and townhomes and duplexes are not uncommon. Many of these families are two-income married couples approaching retirement age; they are comfortable in their jobs and their homes, budget wisely, but do not plan on retiring anytime soon or moving. Neighborhoods are well established, as are the amenities and programs that supported their now independent children through school and college. The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.



Area Employment

The composition of an area’s employment by industry is a consideration when targeting certain events at convention centers like the BCC. As shown in the following table, services is the leading industry in both the Baltimore Metro Area and the City followed by public administration and retail trade. The services sector generally has significant financial resources to host activities such as conventions, meetings, food functions, receptions and other special events. Further, employers may be members of professional/trade associations and can be instrumental in attracting conventions/tradeshows/meetings to Baltimore.

Based on data from Esri, the estimated 2024 civilian population unemployment rate for those 16+ years old in the City (4.1%) was slightly lower than that for the U.S. (4.2%) but higher than that for the Baltimore Metro Area (2.9%) and the State (2.7%).

The City’s largest private sector employers are Johns Hopkins Hospital and Health System, John Hopkins University, the University of Maryland Medical System, Mercy Health Services and the University System of Maryland which shows the importance of health care and education related services to the local economy. In addition, there are approximately 68,900 government employees in the City.

2024 Employed Population 16+ by Industry				
Industry	Baltimore MSA		City of Baltimore	
	Total Jobs	% of Total	Total Jobs	% of Total
Services	813,689	54.0%	167,346	59.2%
Public Administration	159,724	10.6%	24,593	8.7%
Retail Trade	126,574	8.4%	21,201	7.5%
Transportation/Utilities	84,383	5.6%	19,222	6.8%
Finance/Insurance/Real Estate	90,410	6.0%	14,982	5.3%
Manufacturing	85,889	5.7%	13,569	4.8%
Construction	91,917	6.1%	13,286	4.7%
Information	25,616	1.7%	4,806	1.7%
Wholesale Trade	22,602	1.5%	3,109	1.1%
Agriculture/Mining	6,027	0.4%	565	0.2%
Total	1,506,832	100%	282,679	100%

Notes: Amounts may not add to total due to rounded percentages provided by ESRI.

Sorted in descending order by total jobs in the City of Baltimore.

Source: Esri.

Baltimore City - Principal Employers			
Employer	Employees	% of Total	Industry
Government	68,930	43%	
State	34,258	21%	Government
Other Government Authority	23,696	15%	Government
Federal	10,976	7%	Government
Private	90,980	57%	
Johns Hopkins Hospital and Health System	20,845	13%	Healthcare
Johns Hopkins University	18,600	12%	Education
University of Maryland Medical System	11,450	7%	Healthcare
Mercy Health Services	9,530	6%	Healthcare
University System of Maryland	8,965	6%	Education
MedStar Health	6,175	4%	Healthcare
LifeBridge Health - Sinai	5,315	3%	Healthcare
Amazon.com	4,500	3%	Retail
Exelon / Constellation Energy / BGE	3,000	2%	Utilities
Kennedy Krieger Institute	2,600	2%	Healthcare
Total	159,910	100%	

Note: Sorted in descending order by number of employees.

Source: City of Baltimore 2023 Comprehensive Annual Financial Report.

Transportation Access



Source: Google maps.



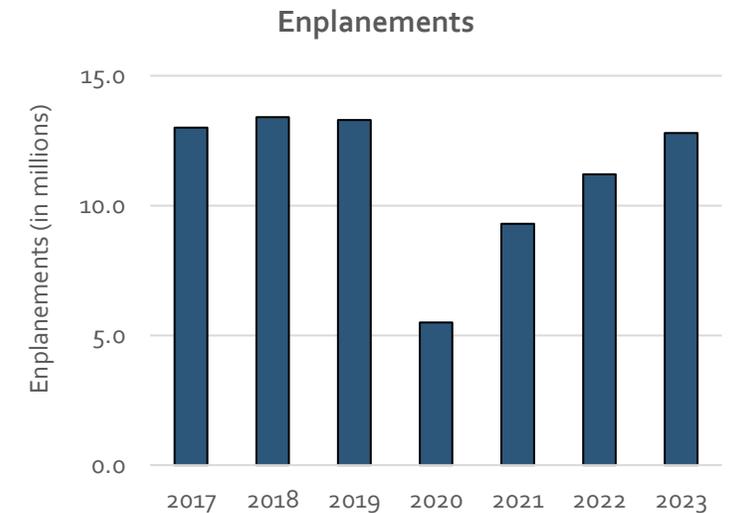
The ease of access to a market for attendees is one factor that meeting planners and other event organizers consider when selecting a destination to host their event. Baltimore is easily accessible via interstate from several major Northeast and Mid-Atlantic cities including Washington, D.C., Philadelphia, New York, and Richmond. The primary interstates that serve Baltimore are I-95, I-695, I-97, I-70, and I-83.

In addition to ride share and taxi services, there are several public transportation options in Baltimore including the Baltimore Water Taxi, the Charm City Circulator and the Maryland Transit Administration (MTA) Bus System. MTA also operates the Metro Subway Link and Light RailLink which runs north and south between Baltimore/Washington International Thurgood Marshall Airport (BWI), Glen Burnie and Hunt Valley. The BCC is also easily accessible via the City's light rail train system with a stop located across the street. In addition, the BCC is located less than two miles from Baltimore's Penn Station.

BWI, which is located approximately 15 miles from the BCC had approximately 12.8 million passenger enplanements in 2023 which the Federal Aviation Administration (FAA) defines as domestic, territorial, and international passengers who board an aircraft in scheduled and non-scheduled service of aircraft. BWI ranked as the 23rd busiest airport in the U.S. in 2023.



Source: BWI website.



Source: FAA.

Hotel Statistics

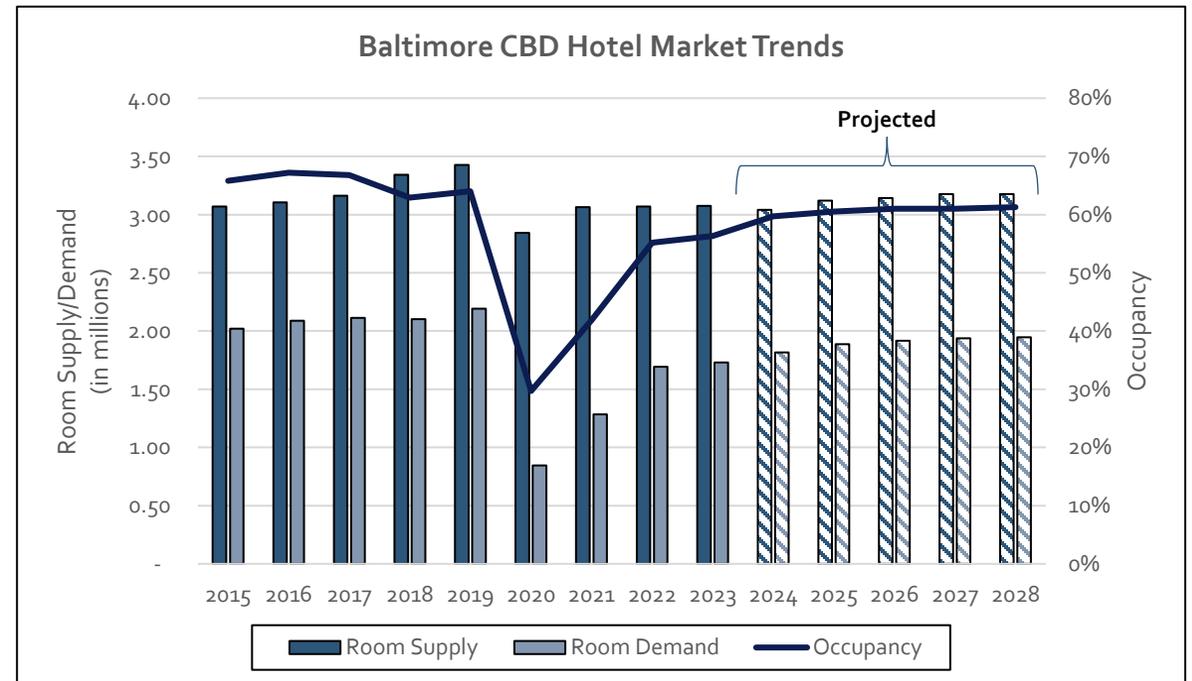
The BCC's ability to attract events like conventions, tradeshows and meetings that generate overnight stays is impacted by the availability and affordability of area hotel rooms. This section profiles the Central Business District (CBD) where many overnight attendees stay given its proximity to the BCC.

CoStar is an industry leader in commercial real estate information, analytics and news. Based on data from CoStar, there are approximately 8,500 hotel rooms in the Baltimore CBD is characterized by larger hotels, with an average property size of 185 rooms, which is higher than the 115 room per building Baltimore market average and significantly higher than the national norm of about 90 rooms per building.

The adjacent chart shows trends in the room supply, room demand, and occupancy rate at Baltimore CBD hotels from 2015 through 2028. Prior to the COVID-19 pandemic 2020 (2015 - 2019) supply showed an upward trend and demand showed moderate growth with minor fluctuations. CoStar data indicates that there are 10% less hotel rooms in the Baltimore CBD as compared to 2019.

As with many industries, the hospitality industry was adversely impacted from the COVID-19 pandemic. In 2020, supply dropped 17.0% due to closures and constraints, demand dropped 61.4%, and occupancy decreased from 64.0% to 29.7%. From 2021 to 2023, room supply remained relatively consistent and room demand steadily increased but occupancy still did not reached pre-pandemic levels.

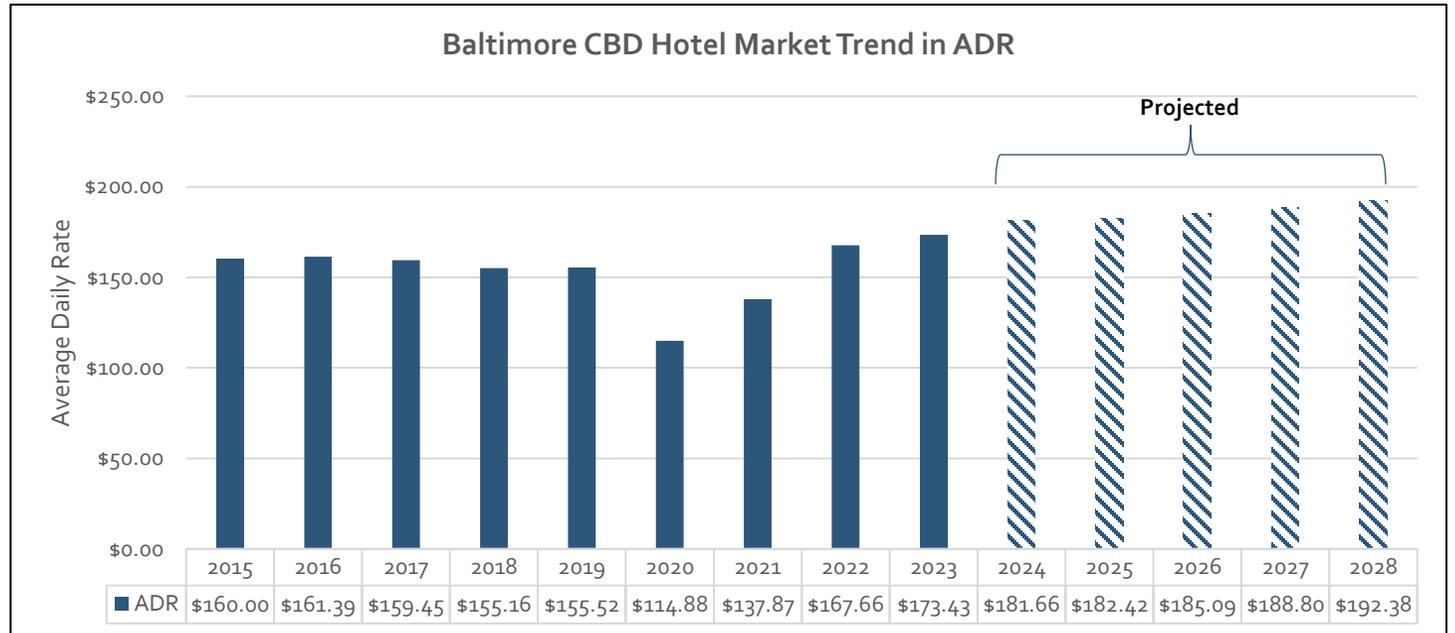
According to CoStar, there are currently 156 rooms under construction in the Baltimore CBD (Hilton Garden Inn Baltimore Downtown and Mulberry Baltimore) which represents a 1.8% expansion of the existing inventory. While this is not the only construction that has occurred in recent years, it does represent a turnaround from the overall trend. Specifically, the inventory has contracted over the past 10 years, as demolition activity has outpaced new construction. Several hotels including the Sonesta Hotel Baltimore Inner Harbor, Baltimore Marriott Inner Harbor at Camden Yards, Four Seasons Hotel Baltimore and Hyatt Regency Baltimore Inner Harbor are planning to renovate.



Hotel Statistics (cont'd)

From 2015 through 2019, the average daily rate (ADR) for the Baltimore CBD ranged between \$155.16 and \$161.39. In 2020, the ADR fell to \$144.88 but increased by 20.0% in 2021, 21.6% in 2022 and 3.4% in 2023. The ADR in 2023 was \$173.43 which was significantly higher than pre-pandemic levels.

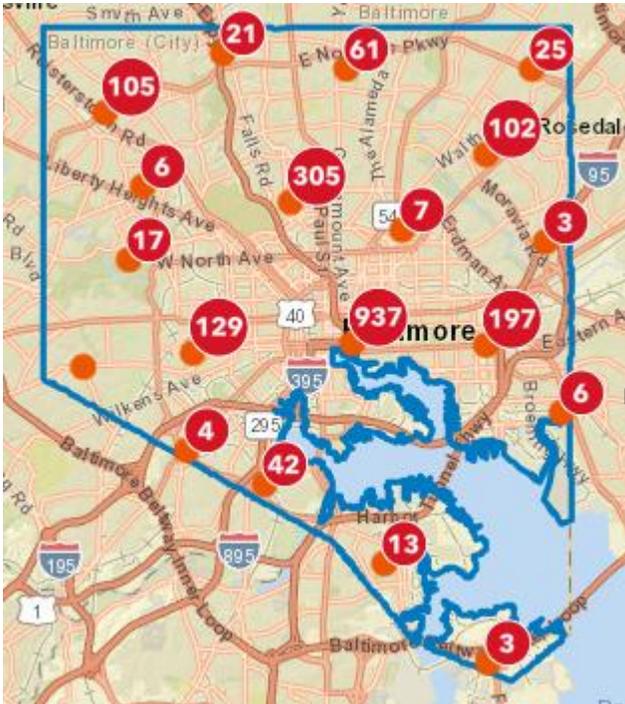
The projected ADR growth from 2024 to 2028 is estimated to steadily increase at modest levels resulting in an ADR of \$192.38 in 2028.



Amenities - Eating & Drinking and Retail Establishments

The amount and type of eating and drinking and retail establishments can impact an attendee's stay at a destination. As shown, the largest cluster of dining and retail establishments are downtown proximate to the BCC.

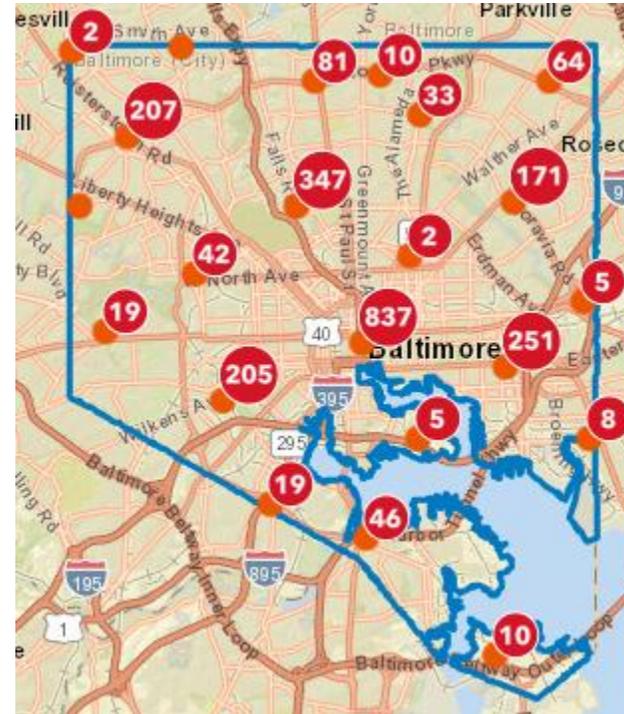
City of Baltimore – Dining Establishments



Note: The number in the circles reflects the number of establishments in that area.

Source: Esri.

City of Baltimore – Retail Establishments



Note: The number in the circles reflects the number of establishments in that area.

Source: Esri.

Area Attractions and Development Projects

The availability of cultural, recreational, retail, and entertainment options is another factor that meeting planners/event organizers consider when deciding where to host an event. Many attendees seek proximate attractions during breaks from event-related functions and attractions can be a consideration for attendees when deciding whether to bring family/friends and how long to stay. The table below illustrates select area attractions; however, this list is not meant to be all-inclusive. Many of these attractions are new, undergoing renovation or are planned to undergo renovation.

Baltimore Peninsula	Historic Ships	Maryland Zoo
Boat Cruises	Historic Sites	Museums
Breweries	Horseshoe Casino	National Aquarium
CFG Bank Arena	Inner Harbor	Oriole Park at Camden Yards
Fell's Point	Lexington Market	Rash Field Park
Fort McHenry	M&T Bank Pavilion	Sagamore Spirit Distillery
France-Merrick Performing Arts Center	M&T Bank Stadium	Topgolf
Harbor Point	Maryland Science Center	World Trade Center

There are several developments underway/planned that could positively impact the downtown.

Harborplace - Located in the Inner Harbor area, Harborplace originally opened in 1980. Despite its prime location along the Inner Harbor, Harborplace struggled in recent years with high vacancy rates, disrepair, and an outdated feel. In December 2022, after over three years in a court-ordered receivership, a Circuit Court judge authorized the sale of Harborplace to MCB HP Baltimore LLC, an entity owned by MCB Real Estate ("MCB"). Based on public information from secondary sources, current plans call for a mixed-use redevelopment with a 200,000 SF commercial building with public access to conference spaces on the ground floor, a 200,000 SF retail and commercial building that will offer diverse food and beverages options including a public rooftop park, an 8,500 SF retail building in a 30,000 SF park and 2,000-seat amphitheater, and a residential tower.

The Walk @ Warner Street Entertainment District – Construction is underway on a streetscape project that will provide an enhanced connection between the Horseshoe Casino and M&T Bank Stadium. There have also been discussions to construct a 3,950-seat music venue and a hotel as part of the master plan. The Baltimore Ravens are planning a new area called the South Plaza in Lot E which is anticipated to be completed in 2026.

Harbor Point – Located on property between Harbor East and Fells Point, this 27-acre mixed use development broke ground in 2022 and is the new 550,000 SF global headquarters of T.Rowe Price. The site also includes a Canopy by Hilton Baltimore Harbor Point, two residential towers, parking, and a 4.5-acre green space with views back to the downtown skyline. A 152-room Residence Inn by Marriott is expected to open in 2025.

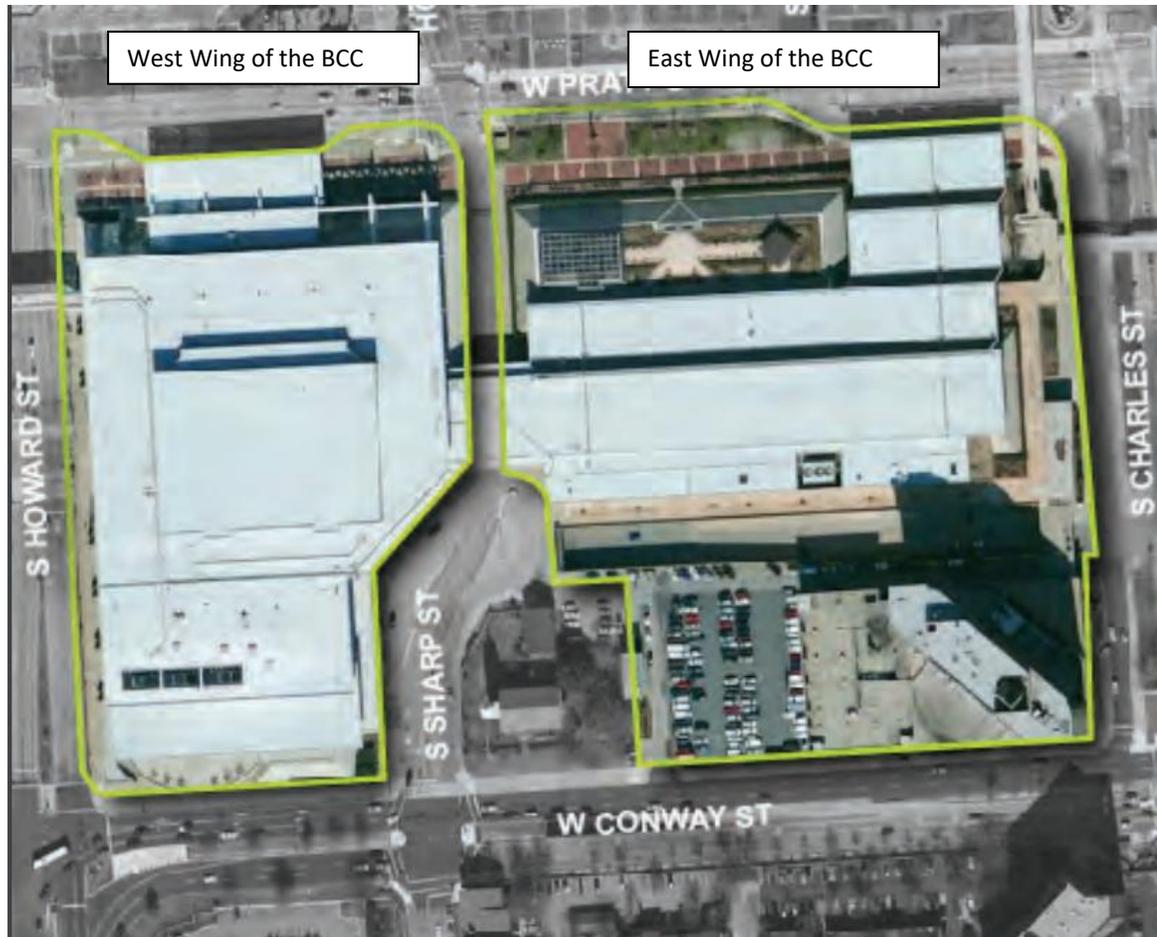
Baltimore Penn Station - Efforts are underway between a development group and the National Railroad Passenger Corporation (Amtrak) to redevelop the historic Penn Station and surrounding areas. Located approximately a 10-minute drive from downtown, the first phase includes restoration of the train station and new office space. Plans also call for a new passenger terminal, upgrades to accommodate new high-speed trains, and additional development around the station.

3. Baltimore Convention Center Operations



Existing BCC Building Program

The BCC East Building opened in 1979 and was renovated and expanded to add the West Building in 1997. The BCC currently offers 300,000 SF of exhibit space and more than 100,000 SF of meeting and ballroom space combined.



Source: Ayres Saint Gross.

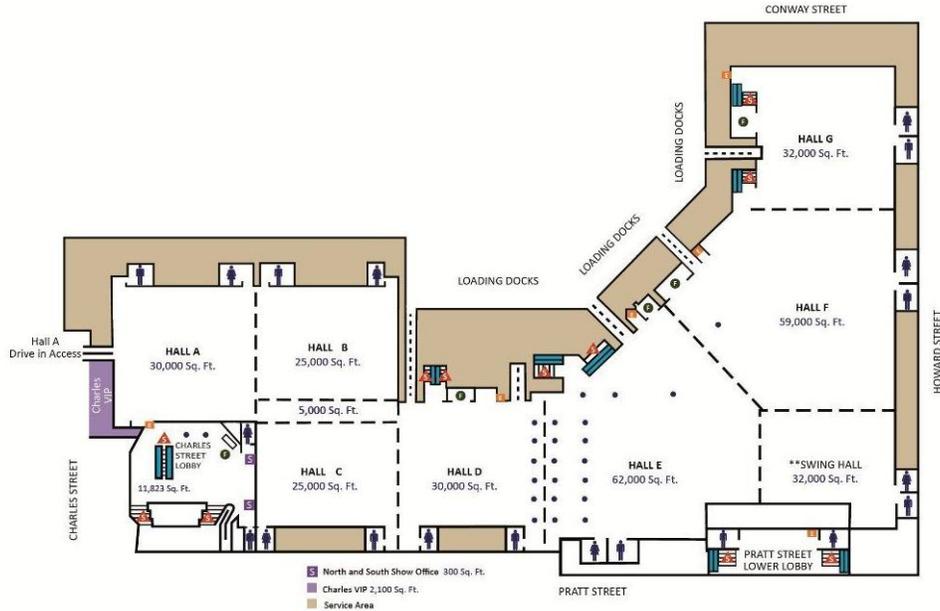


Image Credits: Baltimore Convention Center website.

Existing BCC Building Program (cont'd)

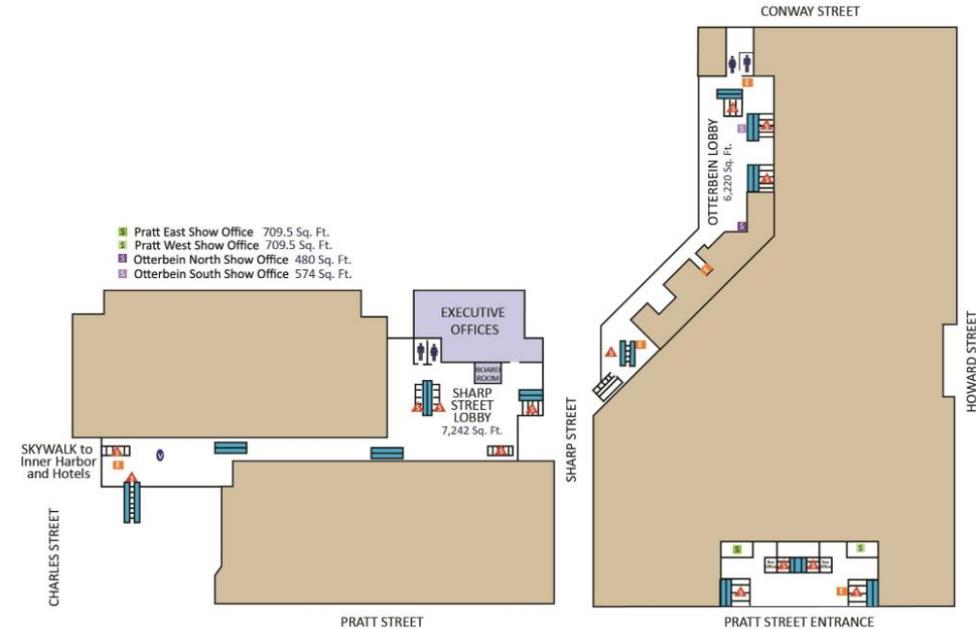
Level 100 – Exhibit Halls

All the BCC's exhibit space is located on one level and is divisible into seven separate halls excluding the swing space. The East Wing, which includes Halls A through D, totals 115,000 SF while the West Wing, which includes Halls E through G and the swing space, totals 185,000 SF.



Level 200 – Mezzanine

The Mezzanine Level includes Otterbein and Sharp Street Lobbies, Pratt Street Entrance and Convention Center Offices as well as other pre-function space. This level also provides access to the Sheraton Hotel Inner Harbor and the Hyatt Regency Baltimore Inner Harbor.



Source: Facility website

Existing BCC Building Program (cont'd)

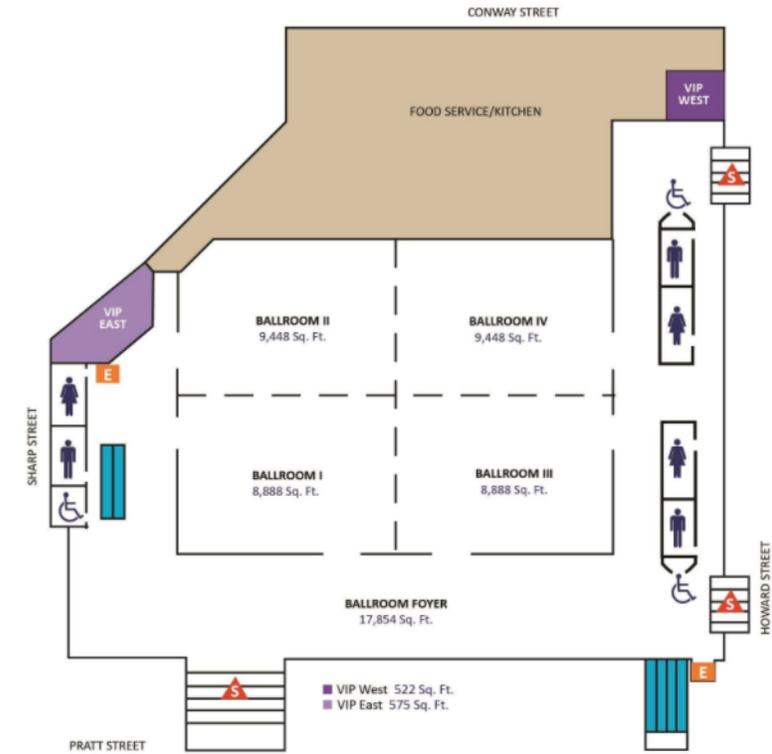
Level 300 – Meeting Rooms

Level 300 includes all the meeting space as well as the outdoor terrace space and covered pavilion. There are 50 meeting rooms on this level. This level also provides access to the Skywalk which leads to the Hilton Hotel.



Level 400 – Ballroom

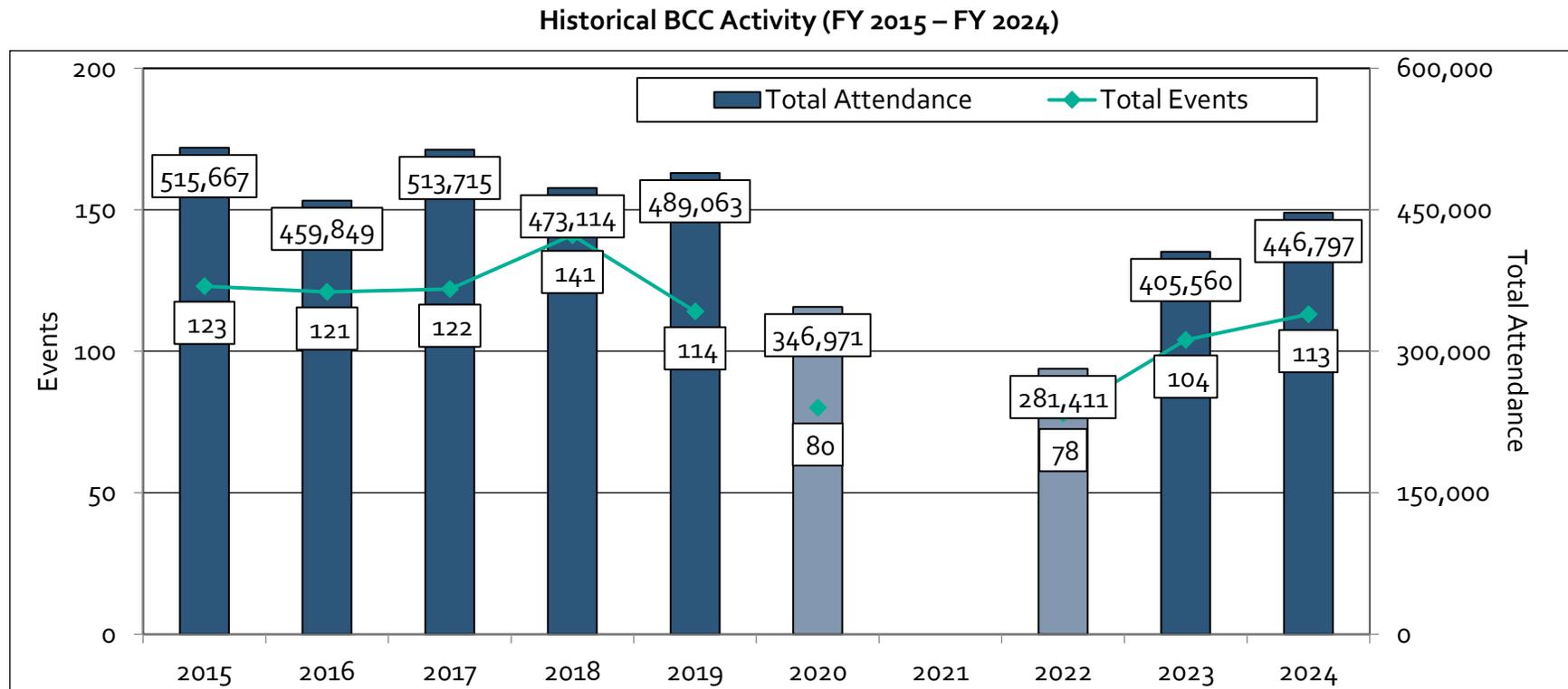
The Ballroom, which is 36,672 SF and divisible into four sections, is located on Level 400.



Source: Facility website

BCC Operations – Trends in Utilization

This section profiles trends in BCC utilization from FY 2015 through FY 2024. As previously mentioned, the BCC closed in mid-March 2020 due to the COVID-19 pandemic and reopened for commercial business in mid-July 2021. The total number of events hosted at the BCC from FY 2015 through FY 2017 was relatively consistent. The number of events peaked in FY 2018, before significantly decreasing in 2019. Total attendance was highest in FY 2015 at 515,667 and ranged between 405,560 and 513,715 from 2016 through 2024 (excluding FY 2020 through FY 2022). From FY 2015 through FY 2019 the BCC averaged 124 events and 490,282 in total attendance. Although shown in the chart below, FY 2020 and FY 2022 are not deemed to be reflective of historical performance. Event activity at the BCC increased in both FY 2023 and FY 2024 but generally has not reached pre-pandemic levels.



Note: FY 2020 – FY 2022 were impacted by COVID-19; no commercial event activity was held at the BCC in FY 2021.

Source: BCC management.

BCC Operations – Trends in Utilization (cont'd)

The following tables provide more detail on historical BCC activity by event type for FY 2015 through FY 2024 (excluding FY 2021).

Conventions/tradeshows involve associations, professional groups and membership organizations meeting to exchange information or make business-to-business sales. Conventions and tradeshows tend to generate significant economic impacts. Meetings include corporate meetings and training seminars to exchange information, obtain training and other similar functions. Food functions include banquets, receptions, parties, weddings, and social functions. Public events are ticketed events to market and sell goods and services to consumers like car shows, boat shows, etc. Sporting events include youth or amateur sporting competitions, tournaments or championships. Other events include community events, exams and talent competitions.

Events									
Event Type	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2022	FY 2023	FY 2024
Conventions	45	35	34	25	32	20	24	15	22
Tradeshows	11	11	13	11	8	5	6	5	6
Meetings	33	37	33	72	38	24	22	49	47
Food Functions	9	6	5	4	6	6	1	4	3
Public Events	15	16	21	16	14	10	10	18	18
Sporting Events	6	7	10	9	12	10	9	12	17
Other	4	9	6	4	4	5	6	1	0
Total	123	121	122	141	114	80	78	104	113
% Change		-2%	1%	16%	-19%	-30%	n/a	33%	9%

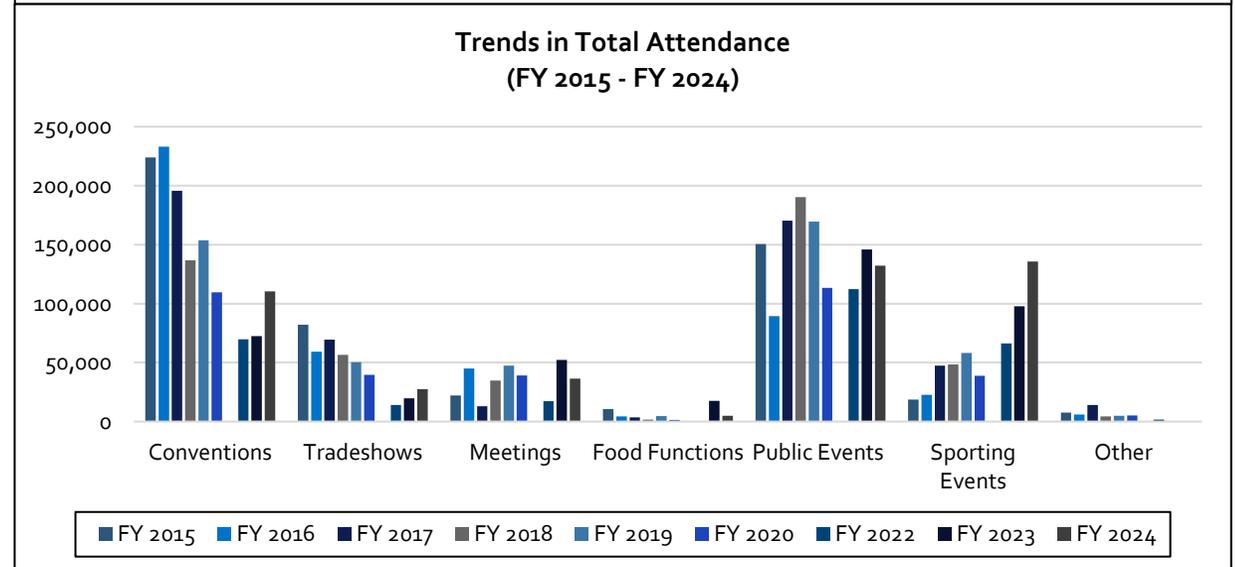
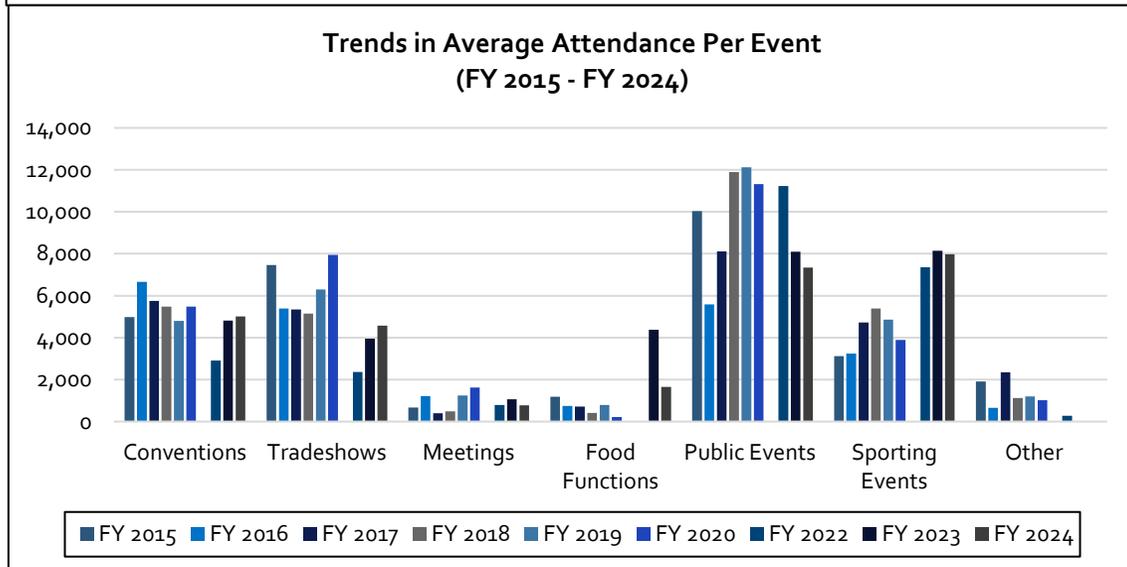
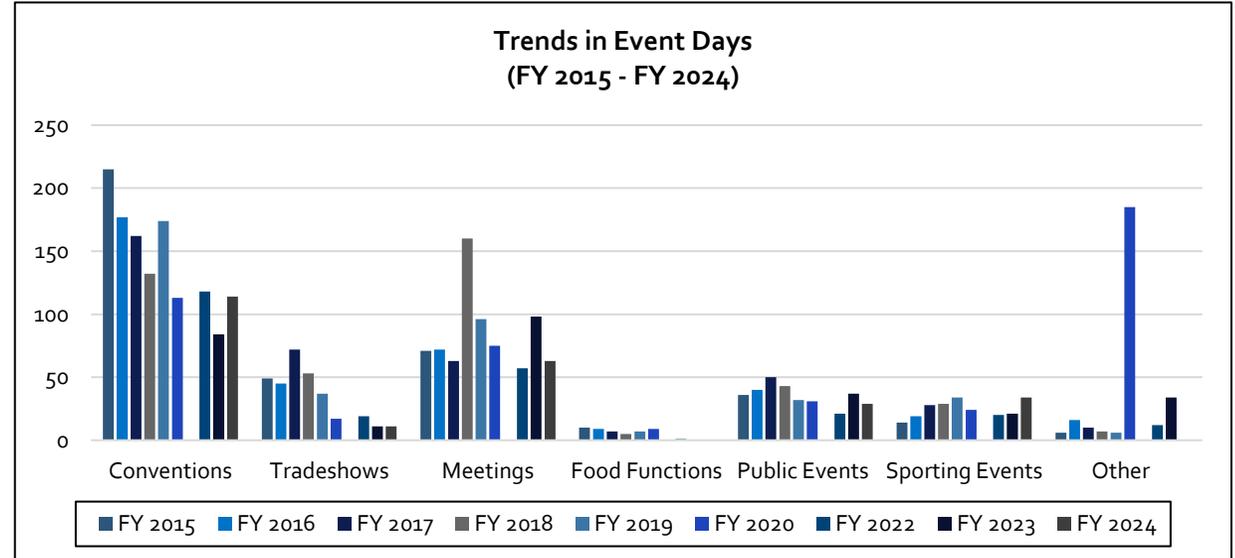
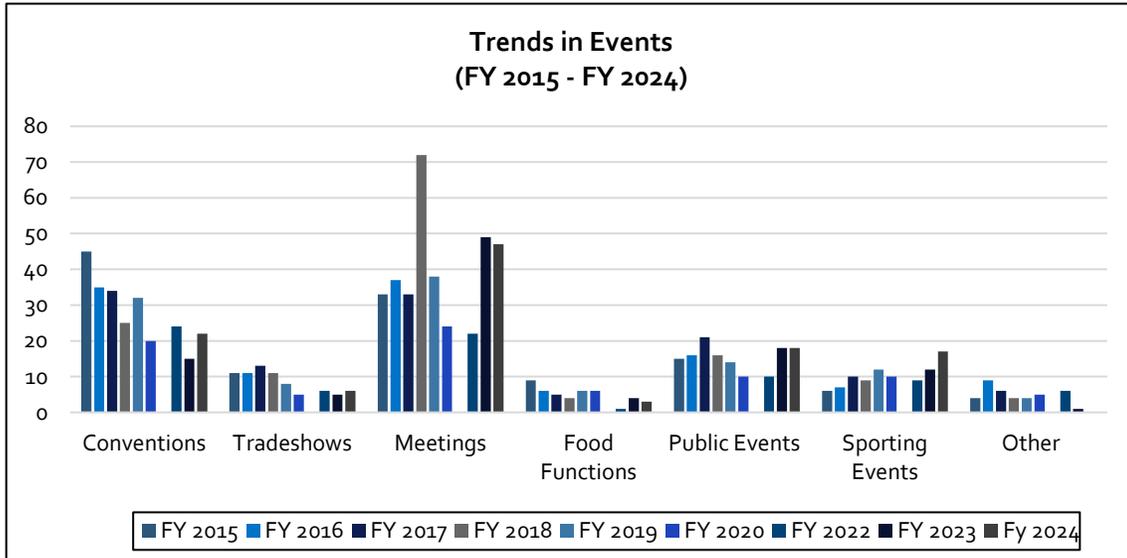
Event Days									
Event Type	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2022	FY 2023	FY 2024
Conventions	215	177	162	132	174	113	118	84	114
Tradeshows	49	45	72	53	37	17	19	11	11
Meetings	71	72	63	160	96	75	57	98	63
Food Functions	10	9	7	5	7	9	1	0	0
Public Events	36	40	50	43	32	31	21	37	29
Sporting Events	14	19	28	29	34	24	20	21	34
Other	6	16	10	7	6	185	12	34	0
Total	401	378	392	429	386	454	248	285	251
% Change		-6%	4%	9%	-10%	18%	n/a	15%	-12%

Total Attendance									
Event Type	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2022	FY 2023	FY 2024
Conventions	223,945	233,044	195,644	136,868	153,796	109,698	69,801	72,326	110,378
Tradeshows	82,097	59,278	69,482	56,539	50,370	39,732	14,164	19,751	27,432
Meetings	22,102	44,934	13,095	34,677	47,338	38,970	17,260	52,382	36,258
Food Functions	10,657	4,470	3,604	1,623	4,742	1,290	0	17,500	4,960
Public Events	150,563	89,488	170,517	190,423	169,709	113,255	112,331	145,875	132,138
Sporting Events	18,677	22,735	47,300	48,513	58,305	38,922	66,177	97,726	135,631
Other	7,626	5,900	14,073	4,471	4,803	5,104	1,678	0	0
Total	515,667	459,849	513,715	473,114	489,063	346,971	281,411	405,560	446,797
% Change		-11%	12%	-8%	3%	-29%	n/a	44%	10%

Average Attendance Per Event									
Event Type	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2022	FY 2023	FY 2024
Conventions	4,977	6,658	5,754	5,475	4,806	5,485	2,908	4,822	5,017
Tradeshows	7,463	5,389	5,345	5,140	6,296	7,946	2,361	3,950	4,572
Meetings	670	1,214	397	482	1,246	1,624	785	1,069	771
Food Functions	1,184	745	721	406	790	215	0	4,375	1,653
Public Events	10,038	5,593	8,120	11,901	12,122	11,326	11,233	8,104	7,341
Sporting Events	3,113	3,248	4,730	5,390	4,859	3,892	7,353	8,144	7,978
Other	1,907	656	2,346	1,118	1,201	1,021	280	0	0

Notes: Due to the COVID-19 pandemic, the BCC closed in March 2020 which negatively impacted activity levels.
 No commercial event activity was held at the BCC in FY 2021.
 The "Other" event in FY 2023 was basketball floor refurbishing.

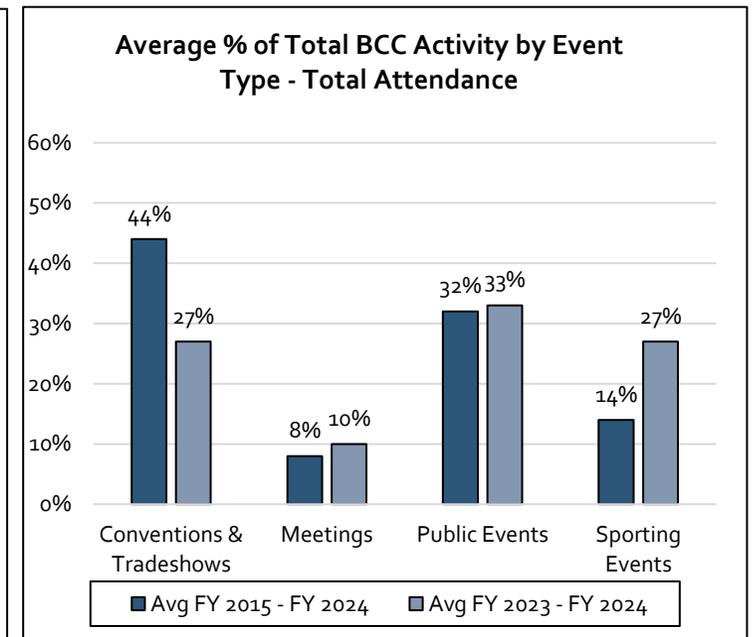
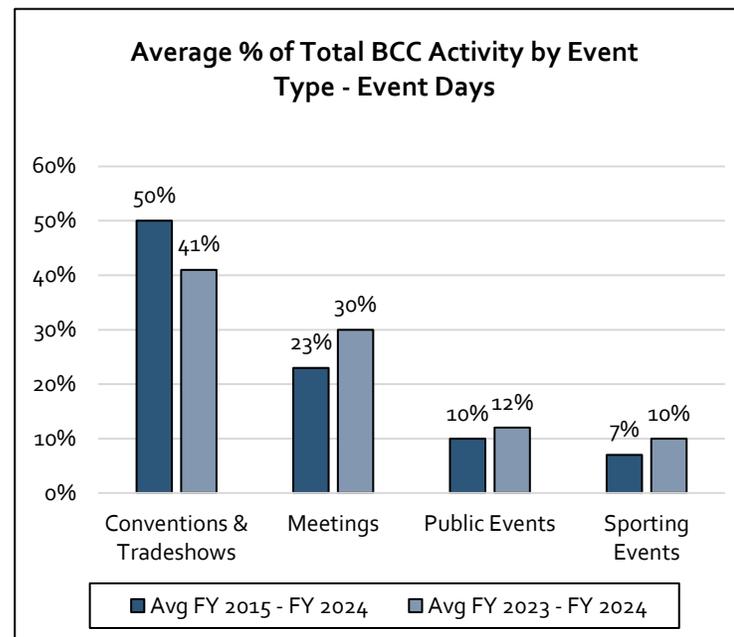
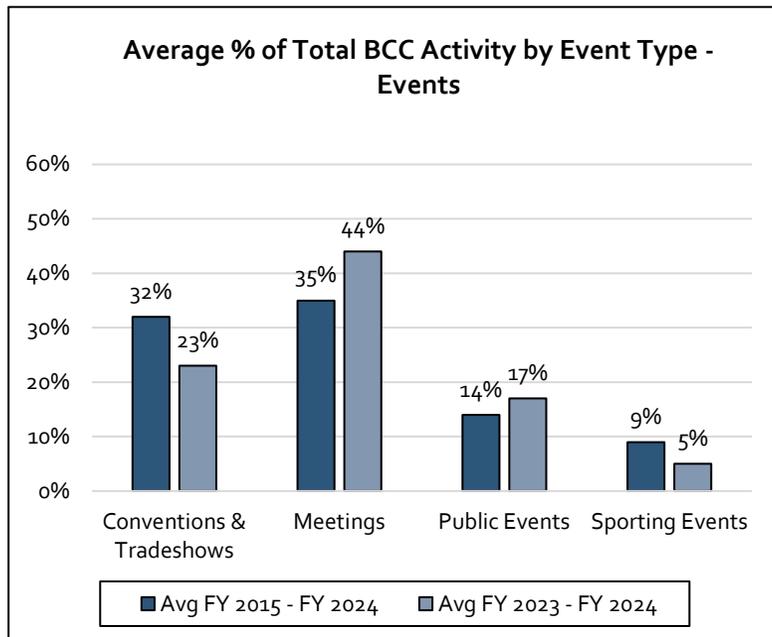
BCC Operations – Trends in Utilization (cont'd)



BCC Operations – Trends in Utilization (cont'd)

The charts below compare the distribution of BCC activity by major event type for both FY 2015 through FY 2024 and FY 2023 through FY 2024. Conventions, tradeshows, high-profile meetings and sporting events are generally primary drivers of economic impact because they tend to generate more overnight stays than other event types. As such, these averages do not reflect food functions or other events given their minimal contribution to event activity at the BCC.

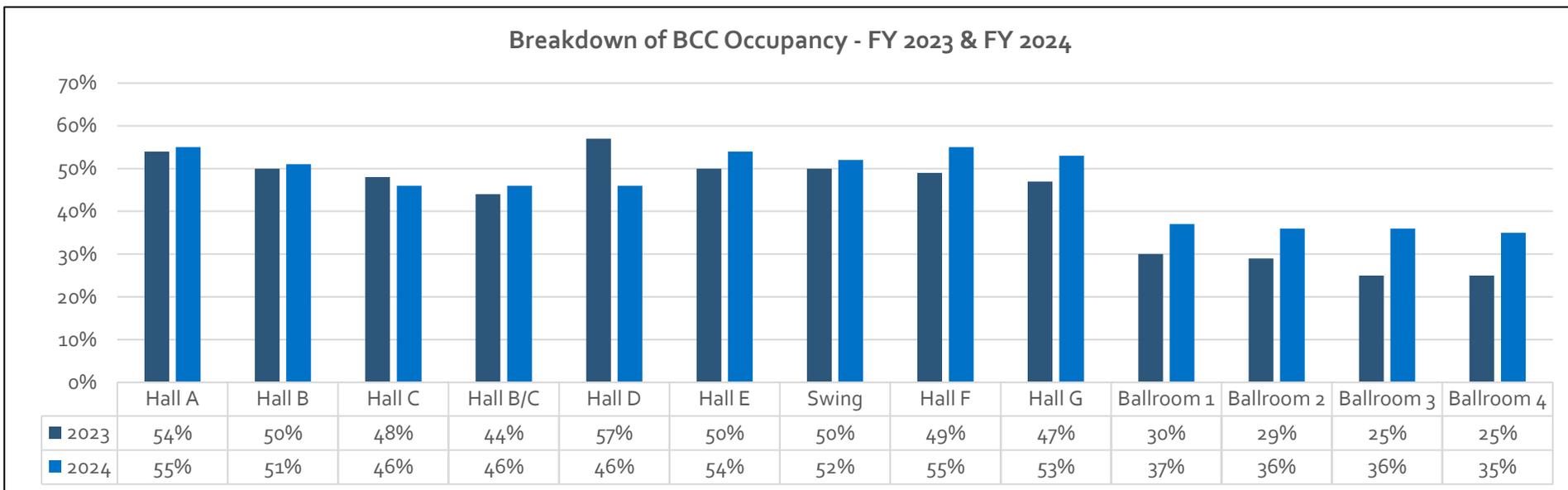
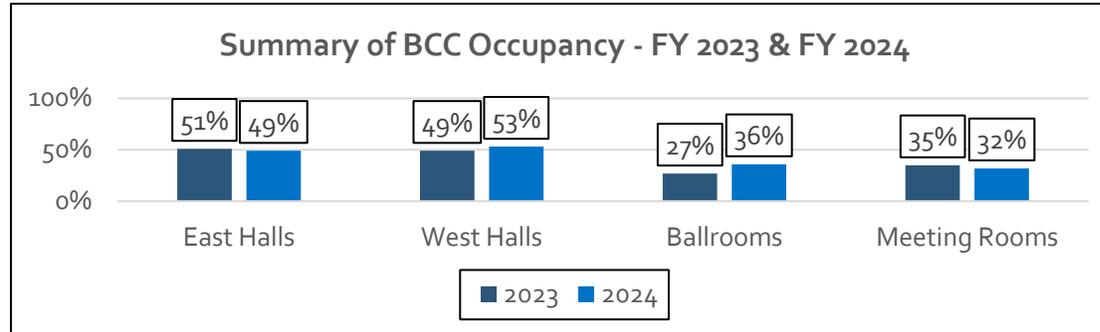
In general, convention and tradeshow activity has been trending downward. While there was an increase in the number of and total attendance at conventions and tradeshows from FY 2023 to FY 2024, these numbers are still significantly lower than pre-pandemic levels. In aggregate, conventions and tradeshows averaged 50% of event days and 44% of total attendance at the BCC from FY 2015 through FY 2024. From FY 2023 through FY 2024, the average number of event days and attendance for conventions and tradeshows combined as a percent of total BCC event activity decreased by 9 points and 17 points, respectively. During the same time, attendance at sporting events increased accounted for a higher percentage of total event activity which was primarily due to the facility hosting activities related to the CIAA basketball tournament. Event activity at public events remained relatively consistent between the two profiled periods while meetings averaged a higher percentage of total activity at the BCC from FY 2023 to FY 2024 compared to FY 2015 through FY 2024.



Note: Average excludes data for FY 2021 as no commercial activity was held at the BCC.

BCC Operations – Trends in Occupancy

The following charts summarize occupancy at BCC event spaces for FY 2023 and FY 2024 based on data provided by facility management. As shown, occupancy of the east and west halls was around 50% in both FY 2023 and FY 2024. Ballroom occupancy increased from 27% in FY 2023 to 36% in FY 2024 and meeting room occupancy slightly decreased from 35% to 32% during the same period.



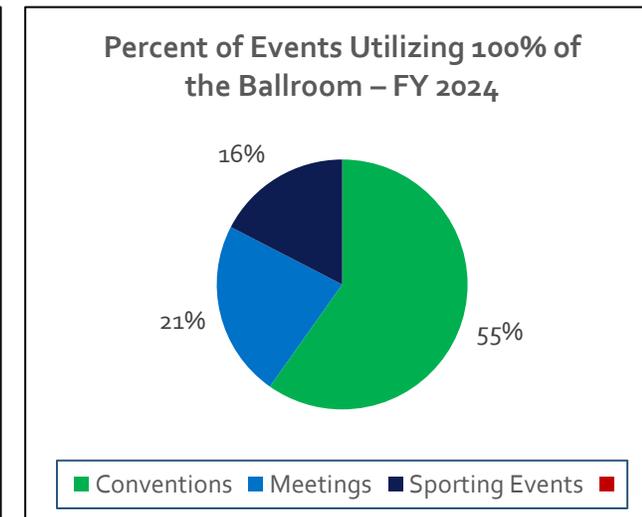
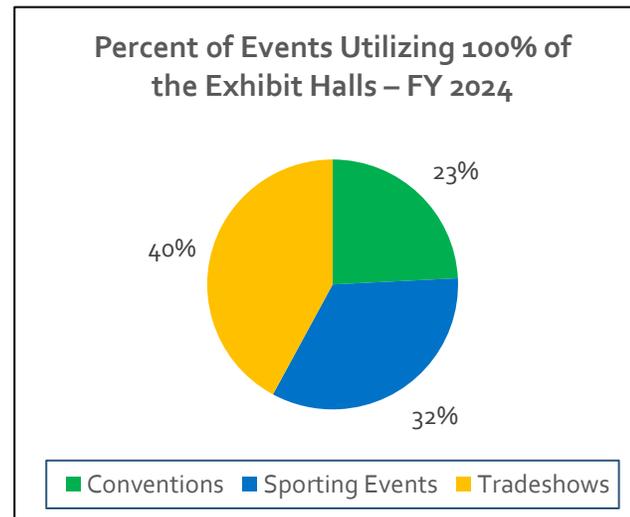
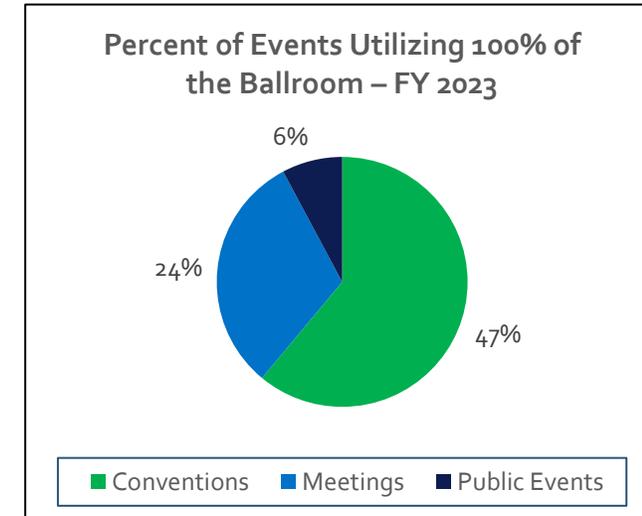
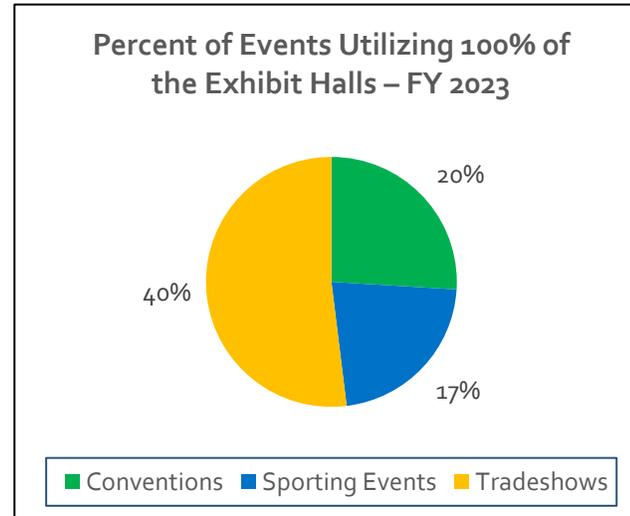
BCC Operations – Trends in Occupancy

The following charts summarize the percentage of events that utilized 100% of the total available exhibit and ballroom space at the BCC in FY 2023 and FY 2024.

In 2023, 40% of tradeshows, 20% of conventions and 17% of sporting events used all the exhibit space at the BCC. The percentage of sporting events using all exhibit spaces in FY 2024 increased to 32% while the other event types remain consistent with the prior year.

In FY 2023, 47% of conventions, 24% of meetings and 6% of public events utilized all ballroom spaces. In FY 2024, 55% of conventions, 21% of meetings and 16% of sporting events utilized all the ballroom spaces.

Although not shown, 40% of conventions used all the meeting rooms in FY 2023 which slightly decreased to 32% in FY 2024. In addition, 4% of meetings used all meeting space in FY 2024.



BCC Operations – Lost Business and Future Bookings

Lost Business

Visit Baltimore tracks lost business of groups that chose not to book their event at the BCC along with the reasons why. The table below summarizes reported lost business in FY 2023 and FY 2024. These events reflect bookings reported as lost in FY 2023 and FY 2024, regardless of when the event would have occurred. As shown, the primary reasons for lost business were product and availability (both no dates available and preferred dates not available). This data does not include any lost business tracked by BCC management as material hotel room usage is not typical.

Reason	FY 2023			FY 2024		
	Events	Requested Rooms	Total Attendees	Events	Requested Rooms	Total Attendees
Product	24	137,731	54,590	43	320,638	130,550
Availability	43	144,697	97,750	70	243,678	132,205
Turn Down	8	21,222	8,100	31	147,917	101,765
Perception	9	66,563	27,950	26	134,996	130,102
Board/3rd Party Decision	14	83,443	61,250	18	133,430	60,900
Geographic Rotation	13	32,684	22,800	30	132,877	70,850
Cleanup	7	22,867	9,800	19	125,335	60,276
Price	18	83,825	50,950	15	47,244	49,550
Cancellation	8	57,825	35,800	4	15,549	5,700
Total	144	650,857	368,990	256	1,301,664	741,898

Note: Sorted in descending order by estimated requested rooms reported lost in FY 2024.

Source: Visit Baltimore.

Future Bookings

The following table shows the estimated future bookings at the BCC grouped by the number of peak hotel room nights based on information from Visit Baltimore. This table does not include business booked by BCC's in-house sales team.

Future Bookings at the BCC			
Year	Leads	Room Nights	Total Attendance
Less than 800 Peak Rooms			
2025	24	31,525	76,100
2026	6	11,064	18,500
2027	1	2,830	2,300
Total	31	45,419	96,900
800+ Peak Rooms			
2025	27	147,895	164,800
2026	24	136,392	232,078
2027	13	84,919	88,900
2028	9	74,755	46,850
2029	5	64,162	40,900
2030	2	11,895	14,000
2031	1	3,780	6,500
2032	2	18,469	13,000
2033	1	30,000	18,000
Total	84	572,267	625,028
Grand Total	115	617,686	721,928

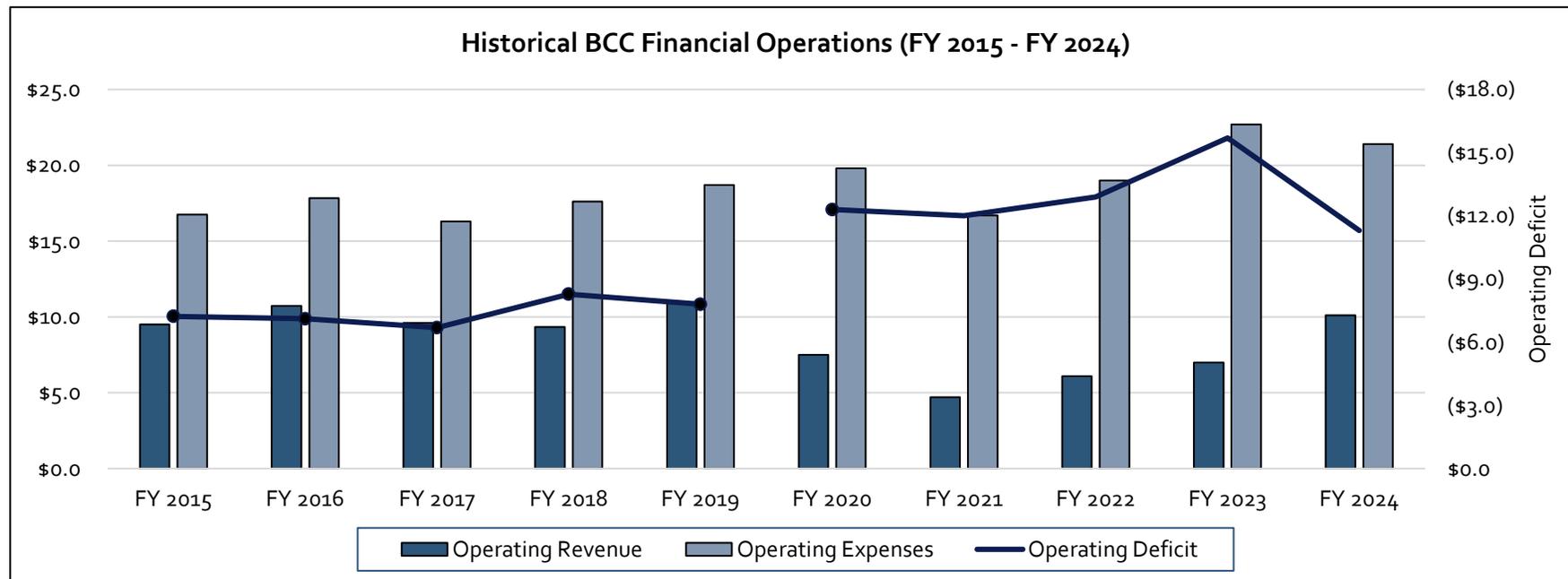
Source: Visit Baltimore.

BCC Operations – Trends in Financial Operations

With respect to financial performance, many similar convention centers realize an operating deficit. However, convention centers like the BCC attract events that draw patrons from outside the immediate market area who spend money at hotels, restaurants, bars, retail establishments, entertainment activities and other related services.

The BCC's operating loss averaged approximately \$7.4 million annually from FY 2015 through FY 2019 before it increased to an average of \$12.8 million annually between FY 2020 and FY 2024. The BCC operating deficit is shared - the City pays one-third and the State pays two-thirds. During the profiled period, the State's portion of the BCC's operating subsidy averaged \$5.0 million annually from FY 2015 through FY 2019; however, this amount increased substantially from FY 2020 through FY 2024 which was partially attributable to the negative impact of COVID-19.

As a point of reference, rental income averaged approximately 57% of total operating revenues during the profiled period. In addition, revenue generated from conventions averaged more than 50% of total BCC revenues further emphasizing the importance of these events.



BCC Operations – Visit Baltimore

Visit Baltimore is a 501(c)(6) nonprofit that serves as the primary destination marketing organization (DMO) for the BCC. Primary objectives of a DMO are typically to market a destination and attract overnight visitors that drive hotel room nights and other economic activities to a region that create and sustain jobs. Per its mission statement, Visit Baltimore “generates economic benefits for the region by marketing Baltimore as an enriching destination for leisure visitors and an ideal location for meetings and conventions”. Visit Baltimore also “advocates for the local tourism community and work collaboratively with them to provide positive experiences for all guests.” Relative to meetings and conventions business, Visit Baltimore’s objectives include:

- Positioning Baltimore as an innovative meetings destination with a valuable local business community that offers professional growth opportunities and access to thought leadership
- Highlighting Baltimore’s accessibility and affordability as key attributes/points of value
- Improving the perception of Baltimore by showcasing inspirational yet realistic/authentic imagery

In order to be successful, a key aspect of a DMO’s ability to achieve its mission is funding. Similar to BCC, most DMOs receive most of their funding from public sources such as hotel room tax.

In recent years, proactive efforts have been made to stabilize Visit Baltimore’s funding. In calendar year 2019, the Baltimore Tourism Investment District (TID) was created and a 2% surcharge in addition to the 9.5% Hotel Tax was levied. This 2% surcharge is used to fund additional marketing strategies to promote the City and increase tourism.

During the 2021 Legislative Session, the Maryland General Assembly passed House Bill 1301, which modified the process for calculating the annual appropriation to fund Visit Baltimore. Formerly, 40% of gross Hotel Tax receipts plus or minus the reconciliation resulting from the difference between the budget and actual receipts of the most recent completed fiscal year determined the next year’s Visit Baltimore appropriation. Beginning in FY 2022, the appropriation was calculated based on 40% of the three-year rolling average of actual Hotel Tax receipts of the last three audited fiscal years. The modification helps prevent Visit Baltimore from experiencing sharp annual fluctuations in funding levels when the economy, or the tourism industry, is affected moving forward. As a point of reference, Visit Baltimore’s operating budget was \$16.8 million in FY 2022, \$20.9 million in FY 2023 and \$25.3 million in FY 2024 per its annual report.

4. Industry Trends



Industry Trends

This section provides insight into the convention and meeting industry, including feedback from show organizers and convention center executives as to industry recovery from the COVID-19 pandemic and the outlook, along with a broader overview of industry trends. With the BCC's success somewhat dependent on the state of the overall industry, these insights are helpful to consider when assessing future strategic planning efforts.

Although there is no single source that serves as the bellwether relative to the strength and performance of the convention and meetings industry, there are multiple sources that have historically presented comprehensive industry data including, but not limited to, the Professional Managers Convention Association ("PCMA"), the Center for Exhibition Industry Research ("CEIR"), International Association of Conference Centers ("IACC"), Access Intelligence Research and Consulting, IBISWorld. This summary of key industry trends is derived from these sources in conjunction with our project team's experience in this specialized industry. Of note is the Access Intelligence Q2 2024 Event Industry Outlook Study, which reflects recent insights of convention center executives and show organizers related to industry recovery. While the COVID-19 pandemic forced a shift in how and where people gather and presented unprecedented challenges for the convention and meetings industry, data from the Access Intelligence Q2 2024 study shows that attendance, while improving significantly over the last couple of years, has still not fully rebounded to pre-pandemic levels, as illustrated in the adjacent graphic.

Event Producer and Meeting Planner Reported Attendance Rebound vs. 2019

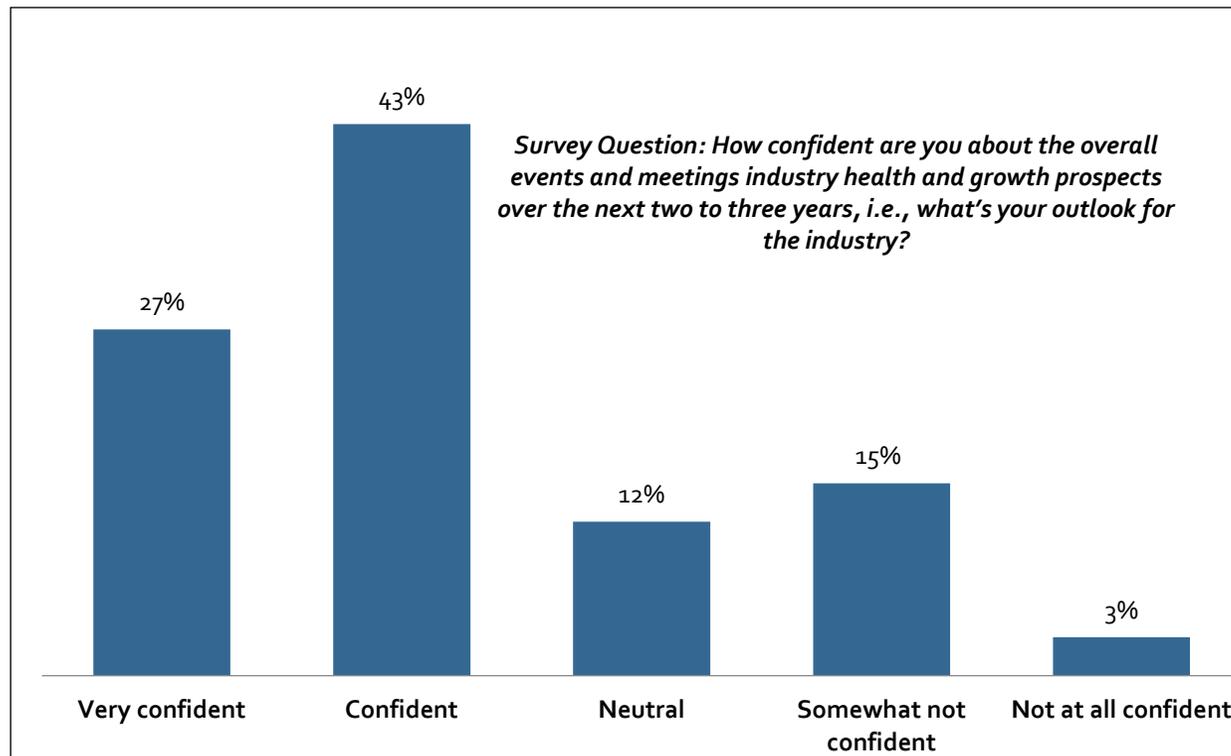


Source: Access Intelligence Q2 2024 Event Industry Outlook Study

Industry Trends (cont'd)

The majority of event producers and meeting planners express optimism regarding the industry's prospects for future growth over the next two to three years. Based on the Access Intelligence Q3 2024 Event Industry Outlook Study, 70% feel very confident or confident that the industry will remain healthy and continue to grow in the near term, as shown in the chart below. The remaining 30% report feeling either neutral, somewhat lacking in confidence, or not confident at all. The overall outlook is likely influenced by the specific conditions and competitiveness within each producer's industry sector, which varies widely.

Industry Growth Outlook Confidence Level



Source: Access Intelligence Q3 2024 Event Industry Outlook Study



Industry Trends (cont'd)

The following summarizes other key insights from surveys conducted in 2024 by Access Intelligence Research and Consulting.

- More attendees are registering closer to event days and they are focused on networking value. Planners also indicated that reaching attendees with marketing efforts has become more difficult.
- Event producers are focusing on growth strategies such as adding new exhibitors, enhancing sponsorship programs, launching new events, attracting more attendance, personalization, using technology more effectively and attempting to better control costs.
- Most event producers are contracting room blocks at more than one hotel for their most important events, conventions and exhibitions. A total of 41% contract room blocks at 2 to 3 hotels, and 15% book between 4 and 7 hotels, and another 15% of the industry (often with the largest events and shows) secure blocks in eight or more properties.
- Inflation is still a major issue, with nearly all respondents indicating cost increases are moderate or significant. Staffing levels and quality of staff also remain a significant challenge.
- When asked how venues can help event producers, answers included taking more of a partnership approach to the relationship; assisting with marketing; being flexible with contract terms, vendor usage and pricing; improving communication and staff response timing; and increasing staffing.



Industry Trends (cont'd)

- Event producers want all-in-one complexes next to headquarter hotel properties – and high-quality F&B, quality facility “ambience” as well as state-of-the-art AV services, and large modern ballroom spaces. The bigger exhibitions are also still focused on quality of large exhibit halls.

Importance of Convention Center Features and Amenities When Evaluating Facilities To Book	%
Facilities “under one roof” (ex. halls, meeting rooms, flex space in 1 complex)	81%
Quality of F&B services	74%
Quality overall ambience, aesthetics	70%
Adjacent to hotel(s)	63%
AV capabilities	63%
Ballroom size, quality	59%
Efficient transportation options	59%
High-tech meeting rooms	52%
Multi-function flexible space	52%
Column-free exhibition space	48%
Pre-function space	48%
Efficient loading dock facilities	44%
Digital signage, wayfinding	33%
Auditoriums, lecture halls, theatres	30%
Sustainability initiatives	19%

Source: Access Intelligence Research & Consulting Q1 2024 Event Industry Outlook.

Industry Trends (cont'd)

- Event producers continue to want enhanced services at venues and continued upgrades and improvements to the somewhat intangible areas of event experience and ambience.

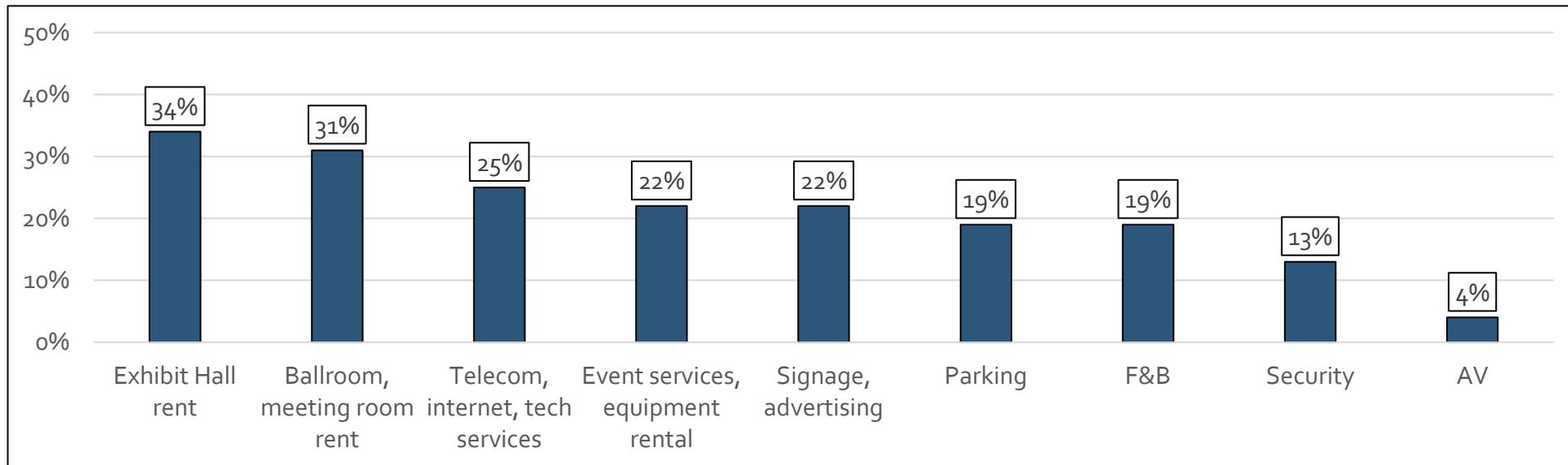
How Do You Expect Your Overall Event Needs Related to Venues to Change Over the Next Few Years?	%
Enhanced technology, telecommunications needs, bandwidth	68%
Improved overall event, venues experience ambience, aesthetics	56%
Enhanced audio-visual services needs	54%
Higher-quality food and beverage services	49%
More overall multi-function capabilities, venue flexibility	46%
Higher quality meeting rooms	41%
Improved signage and way-finding	39%
More green and environmental sustainability initiatives	39%
More exhibit space required	34%
More meeting room space	34%
More attendance promotion assistance	34%
Improvements in access to transportation (taxis, shuttle buses)	27%
More general session space	22%
More pre-function space	22%
More parking	10%
More ballroom space	7%

Source: Access Intelligence Research & Consulting Q1 2024 Event Industry Outlook.

Industry Trends (cont'd)

- Most event producers say they receive “large” discounts (i.e., over 20%) from some venues for exhibit hall rental as well as ballrooms/meetings rooms, and some tech and event services. That the technology area is seeing some discounting, based on these results, looks to be a new development.

Large Discounts or Free Services Received from Convention Centers for Venue Service Areas



Source: Access Intelligence Research & Consulting Q1 2024 Event Industry Outlook.

Industry Trends (cont'd)

The Professional Convention Management Association ("PCMA") recently released the 2023 Global Economic Significance of Business Events Study, which analyzes the economic importance of the business events industry in 2019. The study defines business events as conventions, conferences, tradeshows, business meetings, and other similar events. According to the study, six billion people participated in business events across 180 countries. These events supported a total economic impact of \$2.8 trillion in business sales, 27.5 million jobs, and \$1.6 trillion of GDP.



Source: Events Industry Council & Oxford Economics.

As a result of COVID-19, the study estimates that from 2020 through 2022 a total of \$1.9 trillion was lost in business sales which resulted in the loss of 5.8 million jobs annually during the three-year period. In 2022, global business events activity recovered, but remained 20% below 2019 levels in terms of spending.

The study also analyzed the role business events serve in the sharing of knowledge, innovation and engagement via a survey of 1,648 event organizers. Findings included:

- 41% agreed that events will become increasingly important in building culture and engagement
- 36% stated events will be used more to advance growth of employees
- 40% stated events will be using more hybrid formats in the future
- Nearly 70% view building relationships through in-person interaction as the most difficult aspect of events to replace online

Industry Trends (cont'd)

The 2024 CEIR Index Report was developed to provide an objective measure of the annual performance of the business-to-business exhibitions industry in the U.S. as well as an outlook of the industry as a whole. The report measures year-over-year changes in four metrics including: net square feet (“NSF”) of exhibit space sold, professional attendance, number of exhibiting companies, and total event gross revenue. The metrics were calculated from a sample of exhibitions in the U.S., which were divided into 14 industry sectors. The year-over-year changes were then translated into actual market size estimates as well as an “index value”. The base year for the CEIR index is 2019, which represents pre-COVID-19 performance. Therefore, the index value for each metric in 2019 equals 100.

The adjacent tables summarize the CEIR Index for each metric as well as the year-over-year percent change from 2019 through forecasted 2026. As shown, the index for each metric significantly declined in 2020 due to COVID-19. Despite slight growth, COVID-19 continued to impact performance in 2021. In 2022, the index for each metric experienced a significant rebound, and recovery continued throughout 2023. The total index in 2024 is forecasted to increase by 8.5% year-over-year but remain 3.5% below 2019. Full recovery is expected to occur in 2026, when the total index is forecasted to exceed 2019 by 2.7%.

Macroeconomic conditions are expected to be generally favorable to the exhibition industry during the forecasted period, albeit with softer growth. The outlook for the economy is positive, influenced by a strong labor market, a deceleration in inflation and looser financial conditions. The exhibition industry is expected to gain from the momentum of increased face-to-face participation, and decreased cancellation rates.

CEIR Index (2019 = 100)								
Metric	2019	2020	2021	2022	2023	2024 ^(f)	2025 ^(f)	2026 ^(f)
Net SF	100.0	22.0	33.8	77.1	93.0	98.4	102.3	105.5
Exhibitors	100.0	21.7	35.3	74.0	89.3	98.1	99.7	102.9
Attendees	100.0	20.8	33.8	71.6	85.8	94.6	96.0	99.8
Real Revenues	100.0	21.5	35.1	75.0	88.0	95.0	99.1	102.6
Total	100.0	21.5	35.0	74.4	89.0	96.5	99.2	102.7

Note: (f) = Forecast.

Source: CEIR 2024 Index Report.

Year-On-Year Percent Change of the Metrics and CEIR Index								
Metric	2019	2020	2021	2022	2023	2024 ^(f)	2025 ^(f)	2026 ^(f)
Net SF	-0.2%	-78.0%	53.6%	127.9%	20.6%	5.8%	4.0%	3.1%
Exhibitors	-0.7%	-78.3%	62.5%	109.8%	20.7%	9.8%	1.7%	3.2%
Attendees	1.5%	-79.2%	62.5%	112.0%	19.8%	10.3%	1.4%	3.9%
Real Revenues	1.8%	-78.5%	63.1%	113.7%	17.3%	8.0%	4.3%	3.6%
Total	0.6%	-78.5%	62.9%	112.4%	19.6%	8.5%	2.8%	3.5%

Notes: (f) = Forecast.

Source: CEIR 2024 Index Report.

Industry Trends (cont'd)

CEIR also tracks the exhibition industry by sector. The adjacent tables summarize the overall CEIR index by sector as well as the year-over-year change. As expected, every sector had a significant decline in 2020. In 2023, the index for the transportation and financial, legal and real estate sectors exceeded the 2019 index, while the consumer goods and retail trade sector was the slowest to recover. In general, all of the sectors performed better in 2023 than in 2022, with exception of the discretionary consumer goods and services sector, which experienced a slight decline.

Based on CEIR's forecast, the transportation; education; and financial, legal and real estate sectors are anticipated to surpass the 2019 index in 2024, while multiple other sectors are expected to be only slightly lower. Slightly over half of the sectors are forecasted to exceed 2019 performance in 2025. In 2026, nearly 80% of the sectors are forecasted to exceed 2019 performance.

The top five strongest sectors in the future are expected to be transportation; education; financial, legal and real estate; and building, construction home and repair; and communications and information technology. The slowest sectors to recover include consumer good and retail trade; sports goods, travel and amusement; and raw materials and science.

CEIR Index by Sector - CEIR Index								
Sector	2019	2020	2021	2022	2023	2024 (f)	2025 (f)	2026 (f)
Transportation	100.0	19.0	41.2	87.3	112.2	109.6	113.2	117.6
Education	100.0	18.1	24.6	83.1	91.7	100.4	103.6	107.7
Financial, Legal and Real Estate	100.0	15.9	46.3	86.0	100.6	100.3	102.8	106.4
Building, Construction, Home and Repair	100.0	29.4	44.3	75.6	91.8	99.7	102.7	106.5
Communications and Information Technology	100.0	15.8	24.7	58.4	76.7	99.3	101.9	105.9
Food	100.0	20.6	26.2	80.6	81.5	97.8	101.2	105.0
Machinery and Finished Business Inputs	100.0	23.8	43.9	76.4	98.1	97.5	100.2	103.9
Business Services	100.0	16.4	39.5	70.2	87.7	97.5	100.2	103.6
Medical and Health Care	100.0	16.2	23.6	75.3	87.2	97.4	99.9	103.3
Government	100.0	14.3	38.8	81.4	88.6	96.3	98.8	102.3
Discretionary Consumer Goods and Services	100.0	22.4	52.3	85.7	81.9	93.7	96.6	100.2
Raw Materials and Science	100.0	23.9	41.2	80.7	95.0	92.4	94.4	97.1
Sports Goods, Travel and Amusement	100.0	28.0	34.4	65.2	90.1	91.6	95.1	98.9
Consumer Goods and Retail Trade	100.0	34.4	36.7	59.1	73.4	80.6	81.9	83.9
Overall Exhibition Industry	100.0	21.5	35.0	74.4	89.0	96.5	99.2	102.7

CEIR Index by Sector - Year-Over-Year Percent Change								
Sector	2019	2020	2021	2022	2023	2024 (f)	2025 (f)	2026 (f)
Transportation	0.0%	-81.0%	116.9%	111.9%	28.4%	-2.2%	3.2%	3.9%
Education	-1.1%	-81.9%	36.1%	237.1%	10.3%	9.5%	3.2%	3.9%
Financial, Legal and Real Estate	-3.7%	-84.1%	192.1%	85.5%	17.0%	-0.3%	2.5%	3.5%
Building, Construction, Home and Repair	1.4%	-70.6%	50.7%	70.5%	21.4%	8.7%	3.0%	3.7%
Communications and Information Technology	0.8%	-84.2%	55.9%	136.6%	31.3%	29.4%	2.6%	3.5%
Food	3.3%	-79.4%	26.9%	208.0%	1.1%	20.0%	3.5%	3.7%
Machinery and Finished Business Inputs	6.2%	-76.2%	84.8%	73.9%	28.4%	-0.6%	2.8%	3.7%
Business Services	1.6%	-83.6%	140.6%	77.7%	24.9%	11.1%	2.8%	3.4%
Medical and Health Care	1.3%	-83.8%	45.6%	218.5%	15.9%	11.6%	2.6%	3.4%
Government	1.8%	-85.7%	171.1%	109.7%	8.7%	8.7%	2.7%	3.5%
Discretionary Consumer Goods and Services	2.1%	-77.6%	132.9%	64.0%	-4.4%	14.4%	3.1%	3.7%
Raw Materials and Science	-1.5%	-76.1%	72.8%	95.6%	17.7%	-2.7%	2.1%	2.9%
Sports Goods, Travel and Amusement	0.6%	-72.0%	22.8%	89.7%	38.2%	1.7%	3.8%	4%
Consumer Goods and Retail Trade	0.0%	-65.6%	6.6%	61.0%	24.2%	9.8%	1.7%	2.4%
Overall Exhibition Industry	0.6%	-78.5%	62.9%	112.4%	19.6%	8.5%	2.8%	3.5%

Notes: CEIR Index is sorted in descending order by 2024.

f denotes forecasted.

Source: CEIR 2024 Index Report.

Industry Trends (cont'd)

CEIR's latest census report catalogued approximately 9,570 business-to-business and business-to-consumer exhibitions in the U.S. in 14 industry sectors. These events comprised 248.3 million net SF and attracted 32.5 million attendees. These broader metrics illustrate the breadth of the industry including the universe of events that represent a target market for the BCC.

According to the CEIR Exhibition Industry Census 2023, a total of 247 events were held in Maryland, which ranked 14th in the U.S. The medical and health care; education; government and financial, legal and real estate sectors accounted for the highest percentage of industry events in Maryland.

Number of Events by Sector				
Sector	Maryland		U.S.	
	# of Events	% of Total	# of Events	% of Total
Medical and Health Care	97	39%	2,035	21%
Education	24	10%	1,063	11%
Government	24	10%	472	5%
Financial, Legal and Real Estate	22	9%	723	8%
Communications and Information Technology	17	7%	919	10%
Business Services	13	5%	872	9%
Building, Construction, Home & Repair	10	4%	403	4%
Food	9	4%	377	4%
Raw Materials and Science	9	4%	786	8%
Discretionary Consumer Goods and Services	8	3%	416	4%
Transportation	5	2%	390	4%
Sporting Goods, Travel and Amusement	4	2%	432	5%
Industrial/Heavy Machinery and Finished Business Inputs	3	1%	221	2%
Consumer Goods and Retail Trade	2	1%	457	5%
Total	247	100%	9,566	100%

Source: CEIR.

Industry Trends (cont'd)

The International Association of Conference Centers (“IACC”) is an industry leader committed to driving innovative and exceptional meeting experiences to all organizations. Since 2016, IACC has published a “Meeting Room of the Future” report that aggregates input from its members, meeting planners, and industry experts. Its most recent iteration published in June 2024 provides insights, new topics, and priorities relevant in venue and destination selection that have emerged since 2019 and the advent of the COVID-19 pandemic in 2020 and represents insights from 170 meeting planners and leading hotel and conference venue operators.

Key insights from ICC’s 2024 report include:

- Venue flexibility is a major factor in site selection and has become a development focus. There is a desire for spaces that can function for multiple purposes and adapt to meeting planners’ needs.
- Networking spaces outside of meeting rooms, furniture/equipment that allow for flexible layouts and access to the natural environment are considered very important. There has been an emphasis on informal areas with comfortable seating that encourage team building and creativity.
- Lighting, acoustics, informal networking spaces, and secure WiFi are considered top factors impacting attendee experiences.
- Most venues consider tech to allow remote meeting access, hybrid event streaming, and screen sharing technology as essential.
- There is an ongoing importance in “experience” creation in meetings and events. There has been a shift toward environments that foster organic interactions and learning experiences. Common elements to assist with experience creation include themed food and beverage offerings, team building exercises, creative meeting rooms, outdoor spaces, sports activities, destination-based activities and ice breakers.
- Food & beverage is a key part of the meeting design and experience. The greatest change of recent is the increase in the need to accommodate dietary preferences and to source locally-produced food and beverage items when possible.
- Venues are prioritizing sustainability and many have implemented programs to reduce food water and single-use plastics.
- Venues have reported a decrease in alcohol consumption among meeting attendees.

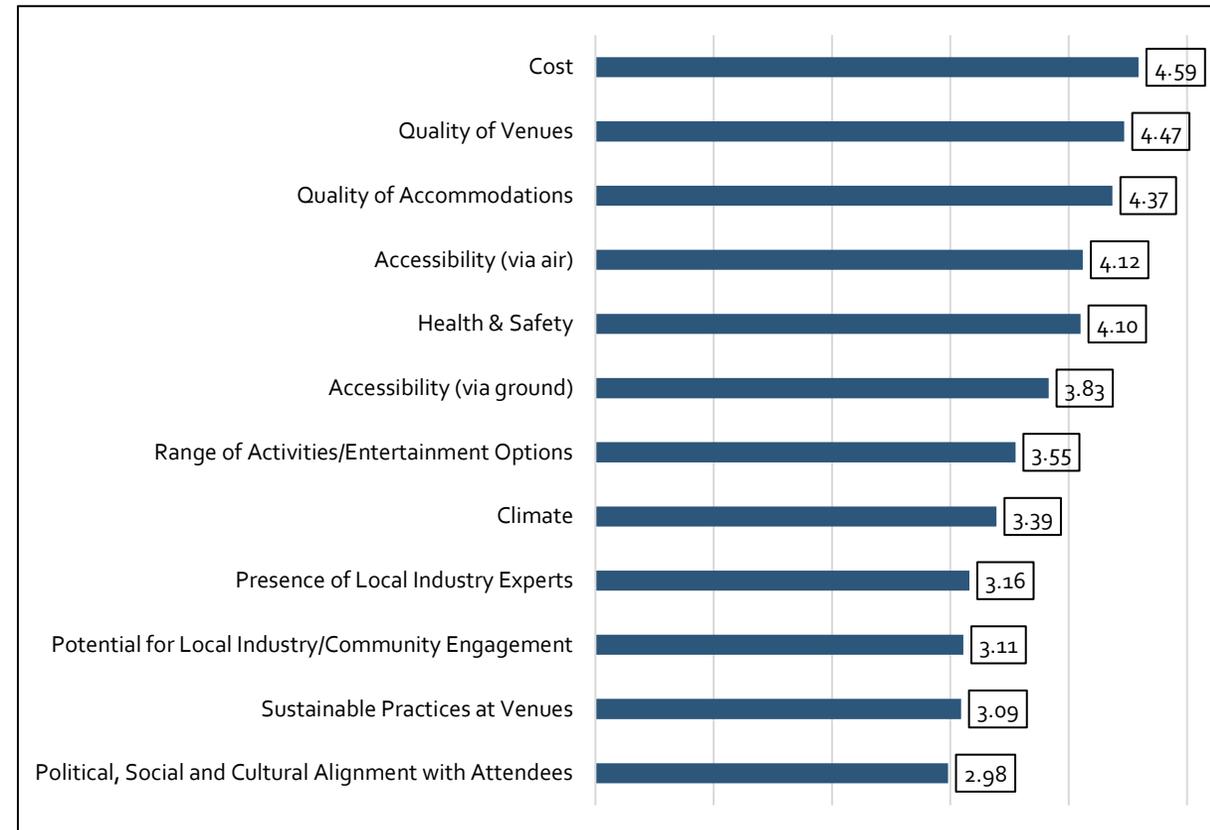
Industry Trends (cont'd)

The Northstar/BTN/Cvent Meeting Industry PULSE Survey was first launched in 2020 to track changes in planner sentiment and expectations throughout the pandemic. The survey has continued to regularly assess how current challenges and trends are impacting the industry. The most recently completed survey was in October 2024. The survey included 332 responses, with most coming from professional conference organizers, associations, nonprofits (38%), followed by corporate (32%), and independent planners (22%). Sports, government and SMERF associations also accounted for a small percentage of responses. The following summarizes key findings from the survey.

- There has been relatively little change in planners' outlook on the industry, with most being optimistic.
- More than 40% of planners reported that they expect to produce more meetings in 2025 than in 2024.
- Most planners expect attendance at their events to increase in 2025.
- Higher costs of goods and services, budget constraints, airline pricing, hotel/venue service levels, and hotel/venue availability were the top 5 highest ranked concerns related to future in-person events.
- Most planners stated they are experiencing challenges related to food & beverage costs, accommodation rates, and AV costs being higher than expected.

- Cost is the most important factor in planners' destination selection process followed by suitable/quality meeting venues and hotels.

Important of Destination Characteristics in Site Selection Process Rank (1 = not at all important, 5 = extremely important)



Industry Trends (cont'd)

IBISWorld provides extensive industry research, offering insights into thousands of industries worldwide. Their detailed data and thorough analysis enable businesses to quickly access actionable industry information.

Key insights from the IBISWorld August 2024 industry report on Trade Show and Conference Planning in the U.S. include:

- The COVID-19 pandemic led to a significant downturn in the industry due to widespread shutdowns. However, as the impacts of the pandemic have subsided, the industry as a whole has experienced a strong and swift rebound.
- The industry is experiencing consistent growth, driven by a gradual increase in demand from downstream markets. Trade shows and conferences remain a key strategy for businesses to stimulate demand, encouraging downstream clients to invest in industry services during periods of economic growth.
- Clients have mostly resumed normal business operations, supported by profit growth that has improved their ability to invest in meetings and events.
- As per capita disposable income increases, consumers will also be in a stronger position to spend on events, contributing to higher attendance rates at shows and gatherings in the coming years.
- The industry has seen a significant increase in new entrants, driven by low barriers to entry.
- The digital landscape has transformed the way trade shows and conferences are planned, presenting both new opportunities and challenges.
- Virtual and hybrid events have become an enduring aspect of the industry.
- Industry-wide revenue is forecasted to rise at a compound annual growth rate of 2.4% over the next five years to 2029.

Industry Trends (cont'd)

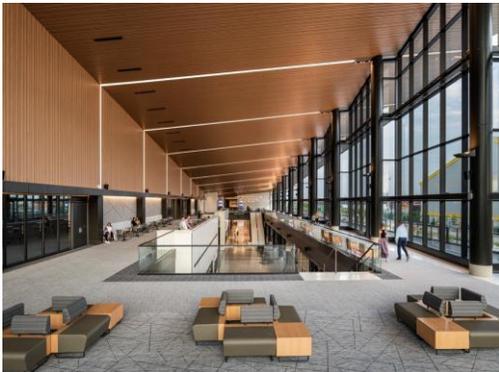
Other key trends in the convention/meetings industry include the following.

- *Shortened Booking Cycles* - Convention centers are adapting to significantly shorter booking windows than in the past.
- *Focus on Customer Service* – Even with the unprecedented pressure on staff, it is critical to continue to focus on customer service as a distinguishing factor of a venue. Solving client pain points, listening to clients, and maintaining flexibility are important as clients are seeking a better experience without additional costs.
- *Adaptable Business Models* – The ability to adapt and be flexible on traditional industry business and operating models is becoming more important in all departments of a convention center. A focus on flexibility to meet customer satisfaction remains important.
- *Hybrid Meetings May Continue To Be Relevant* – With virtual meetings once a perceived threat to the meeting industry, there has been a pivot to improved technology which enables event producers to offer professional level hybrid events. It remains to be seen how long event producers will be willing to offer simultaneous virtual meetings alongside in-person ones given cost and staffing factors.
- *Office Workers* - The general shift away from requiring workers to be in the office has created more demand for out-of-office conference space. Venues with attractive conference spaces on a stand-alone basis or within a larger meeting footprint may be at an advantage to capture these meetings.
- *Diversity, Equity and Inclusion (DEI) Initiatives* – Meeting industry associations such as ASAE, MPI, and PCMA have all launched DEI initiatives and made resources available to their members. These organizations are also advancing efforts around more equitable leadership in the industry and developing a sustainable pipeline of diverse talent.
- *Culinary Trends* – With in-person events increasing, the networking opportunities at meal and break times has gained increasing importance. Event producers are allocating more time for attendees to connect and convene over coffee, snacks, and meals. Some of these culinary trends are not new but there is a stronger emphasis on delivering a unique and comfortable experience that fosters attendee connections.



Industry Trends (cont'd)

- *Design and Functionality of Venues* – There is renewed focus on how people want to gather as they return to in-person events. Many convention centers were able to retrofit and update venues, amenities and services during the slower COVID-19 pandemic months and tackle new gathering protocols. Meeting attendees are continuing to seek unstructured gathering spaces, flexible lobby areas, outdoor spaces, and unique ways to experience vendors and exhibits.
- *Authentic Experiences and a Sense of Place* - Convention centers are a place of connection that bring people from different markets and backgrounds to a single place to network and develop skills. Visiting cities and venues and creating events where people connect was missed during COVID-19 and a return to creating authentic experiences within facilities can foster connection and celebrate the communities in which we gather. This support of community is increasingly important and relevant to keep cities economically viable and engaged with its visiting population.
- *Sustainability* – These initiatives will play an increasingly important role as event producers request sustainable elements and venues continue to develop environmental and sustainability statements and policies. These efforts can include everything from donating unused food to reduction of single-use plastic, replacing printed materials with apps, utilizing only digital signage, using sustainable locally sourced food, only utilizing non-disposable service-ware, and eliminating single use water bottles. Some of these initiatives are costly to implement for venues and event producers and will take longer to become mainstream practices.



5. Competitive Facility and Destination Analysis



Competitive Facility and Destination Analysis

This section compares the BCC and the Baltimore market to the following competitive facilities and destinations:

- Boston Convention and Exhibition Center in Massachusetts
- Charlotte Convention Center in North Carolina
- David L. Lawrence Convention Center in Pittsburgh, Pennsylvania
- Gaylord National Resort & Convention Center in National Harbor, Maryland
- Music City Center in Nashville, Tennessee
- Pennsylvania Convention Center in Philadelphia
- Walter E. Washington Convention Center in Washington, D.C.



This benchmarking analysis includes both facility attributes and supporting destination infrastructure and is based on available information compiled for each of the profiled facilities and destinations based on information provided by facility management, industry resources, published reports and our internal database.

For the facility benchmarking analysis, the most recent data available was used for comparative purposes.



Source: Facility websites.

Competitive Facility Analysis – Ownership and Operating Structure

Similar to BCC, several of the profiled competitive facilities are owned by a governmental entity; however, only the BCC is owned and operated by a municipality. Four of the profiled facilities are operated by an authority and three are operated by a third-party management company. Both the Sports & Exhibition Authority of Pittsburgh and Allegheny and the Pennsylvania Convention Center Authority contract operations of their convention centers to ASM Global, a third-party operator that was recently acquired by Legends.

Profiled Set - Owner and Operator		
Facility	Owner	Operator
Baltimore Convention Center	City of Baltimore	City of Baltimore
Boston Convention & Exhibition Center	Massachusetts Convention Center Authority	Massachusetts Convention Center Authority
Charlotte Convention Center	City of Charlotte	Charlotte Regional Visitors Authority
David L. Lawrence Convention Center*	Sports & Exhibition Authority of Pittsburgh and Allegheny County	ASM Global
Gaylord National Resort & Convention Center	Ryman Hospitality Properties, Inc	Marriott International, Inc.
Music City Center	Metro Nashville	Convention Center Authority
Pennsylvania Convention Center**	Commonwealth of Pennsylvania	ASM Global
Walter E. Washington Convention Center	Events DC	Events DC

Notes: Sorted alphabetically by facility.

*The Sports & Exhibition Authority of Pittsburgh and Allegheny County contracts management of the David L. Lawrence Convention Center to ASM Global.

**The Pennsylvania Convention Center Authority, which is an agency and instrumentality of the Commonwealth, contracts management of the Pennsylvania Convention Center to ASM Global.

Sources: Individual facilities; secondary research.

Competitive Facility Analysis – Building Program

The table below compares the BCC’s building program to the profiled competitive facilities. The Music City Center is in the early stages of exploring the feasibility of expansion.

Profiled Set - Building Program								
Facility	Exhibit Hall SF	Ballroom SF	Meeting Room SF	Total Function SF	Ratio of Ballroom/ Meeting SF to Exhibit SF	Divisible Meeting Rooms	Average SF/ Meeting Room	Maximum Contiguous Exhibit SF
Pennsylvania Convention Center	679,000	121,900	146,400	947,300	40%	75	1,950	528,000
Walter E. Washington Convention Center	703,000	52,000	150,300	905,300	29%	77	1,950	473,000
Boston Convention & Exhibition Center	516,000	40,000	150,700	706,700	37%	80	1,880	516,000
Music City Center	353,100	75,400	88,700	517,200	46%	61	1,450	353,100
David L. Lawrence Convention Center	313,100	33,100	76,900	423,100	35%	53	1,450	236,900
Baltimore Convention Center	300,000	36,700	70,500	407,200	36%	50	1,410	300,000
Charlotte Convention Center*	280,000	35,000	84,400	399,400	43%	60	1,410	280,000
Gaylord National Resort & Convention Center**	178,800	120,400	83,400	382,600	114%	75	1,110	178,800
Average (Excluding BCC)	431,900	68,300	111,500	611,700	49%	69	1,600	366,500
Median (Excluding BCC)	353,100	52,000	88,700	517,200	40%	75	1,450	353,100
BCC Compared to Average of the Profiled Set	-31%	-46%	-37%	-33%	-27%	-27%	-12%	-18%

Notes: Sorted in descending order by total function square feet (SF).

Pre-function, concourse, lobby and theater/auditorium spaces are excluded from all facilities.

Square footage is rounded to the nearest hundred except for the average SF/meeting room.

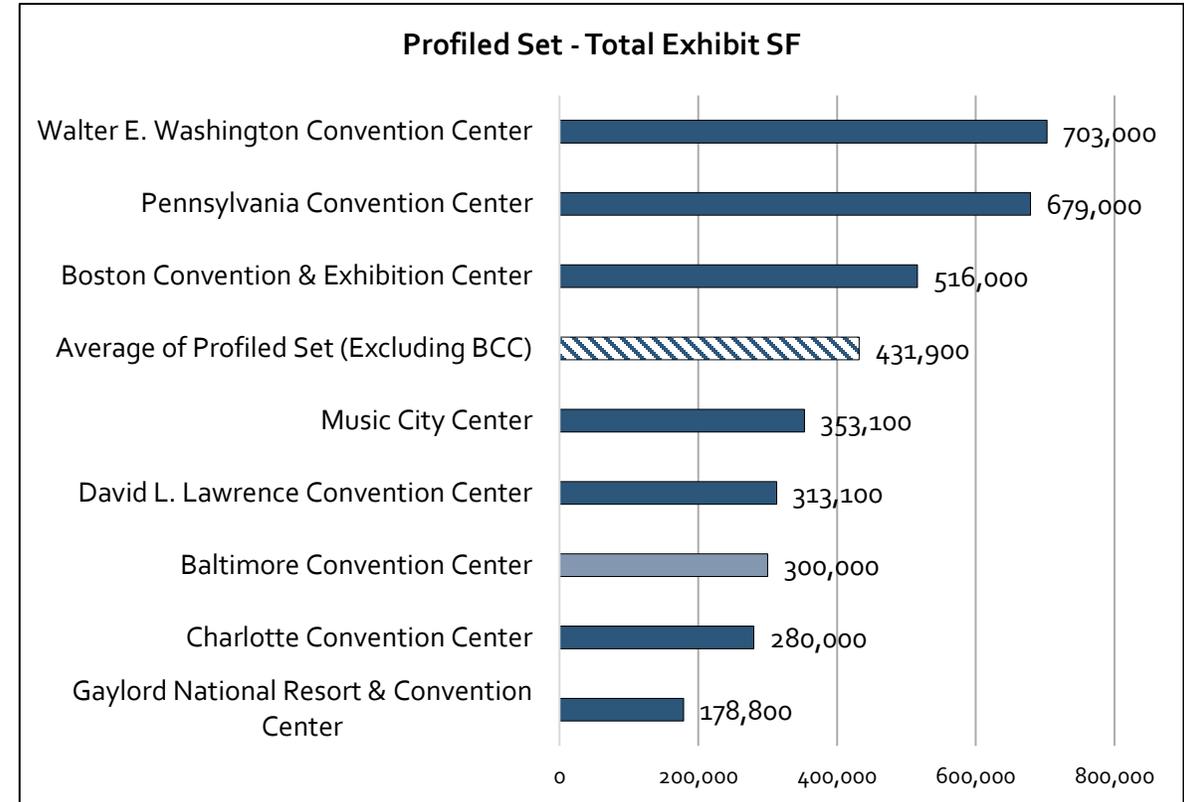
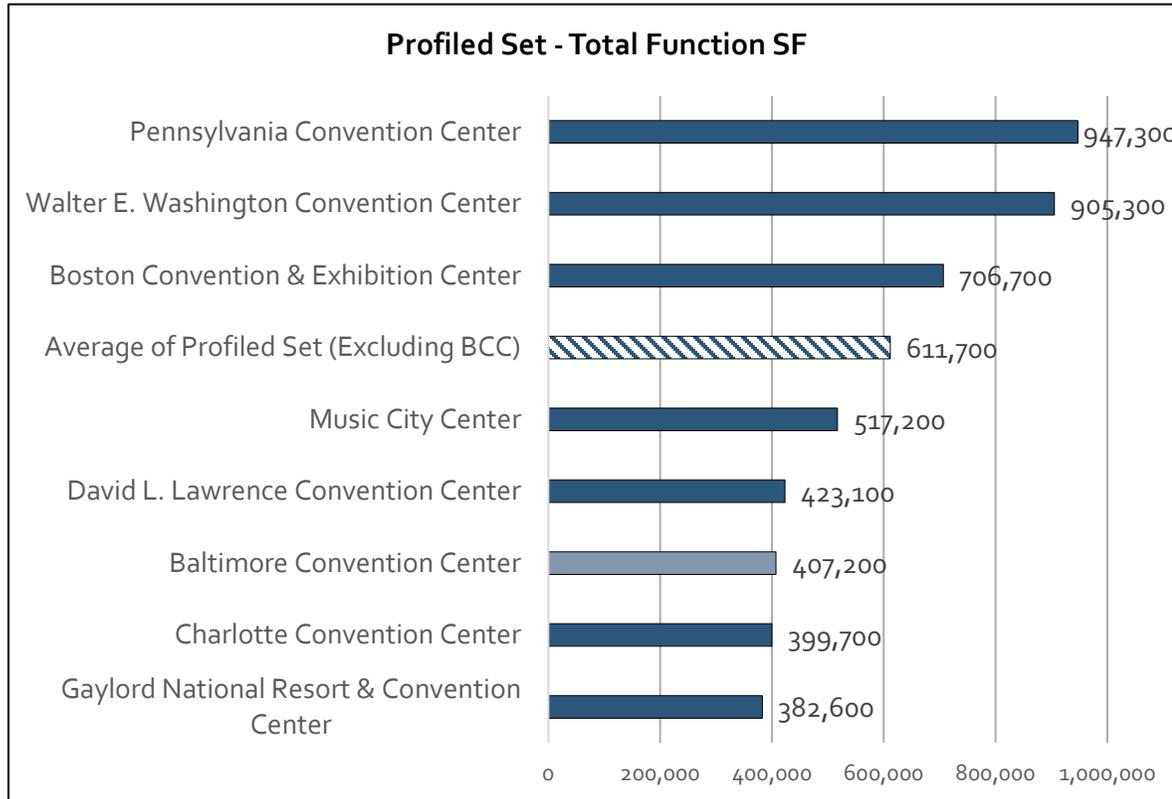
*Ballroom space excludes the 40,000 SF Crown Ballroom located adjacent to the NASCAR Hall of Fame. Meeting space includes the VIP suites.

**Ballroom space includes square footage for 12 breakout rooms in addition to the main Maryland and Potomac ballrooms; total function SF is adjusted accordingly.

Source: Facility floor plans.

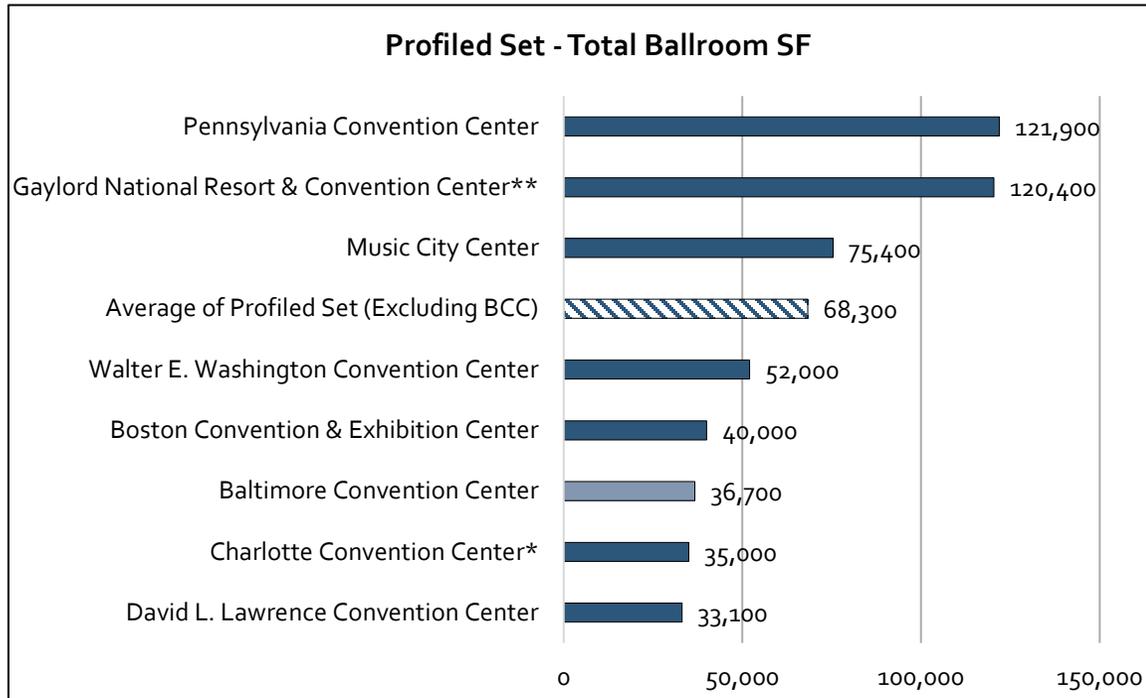
Competitive Facility Analysis – Building Program (cont'd)

The BCC ranks 6th in both total function and exhibit space. The BCC offers 31% less exhibit space than the average of the profiled set (431,900 SF). Both the Walter E. Washington Convention Center and the Pennsylvania Convention Center, which in larger urban markets, offer significantly more exhibit space than the BCC.



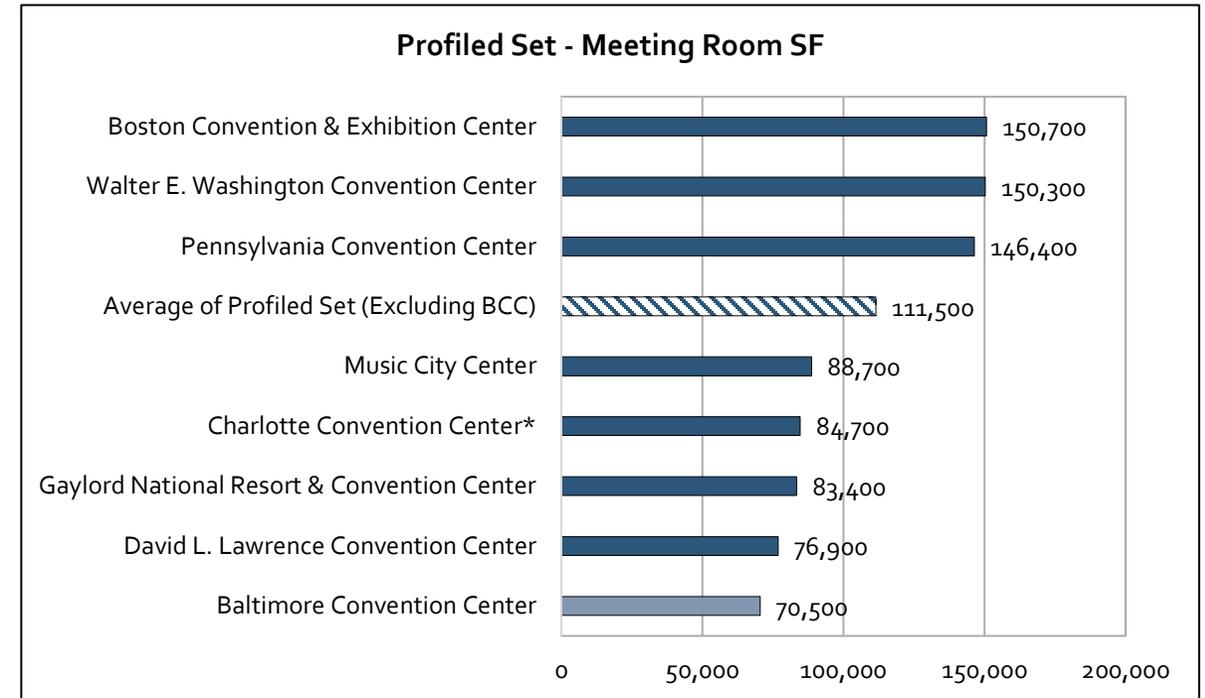
Competitive Facility Analysis – Building Program (cont'd)

The BCC ranks 6th in total ballroom space and offers the least amount of meeting space among the profiled facilities.



Notes: *Ballroom space excludes the 40,000 SF Crown Ballroom adjacent to the NASCAR Hall of Fame.
 **Ballroom space includes square footage for 12 breakout rooms in addition to the main Maryland and Potomac ballrooms.

Source: Facility floor plans.

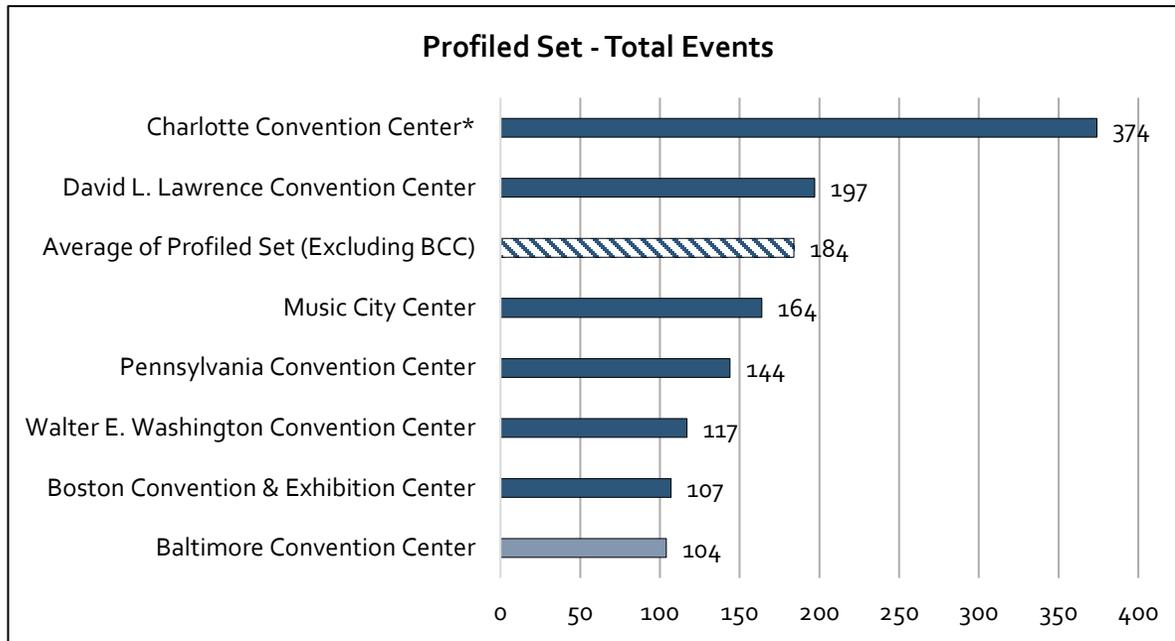


Note: *Meeting space includes the VIP suites.

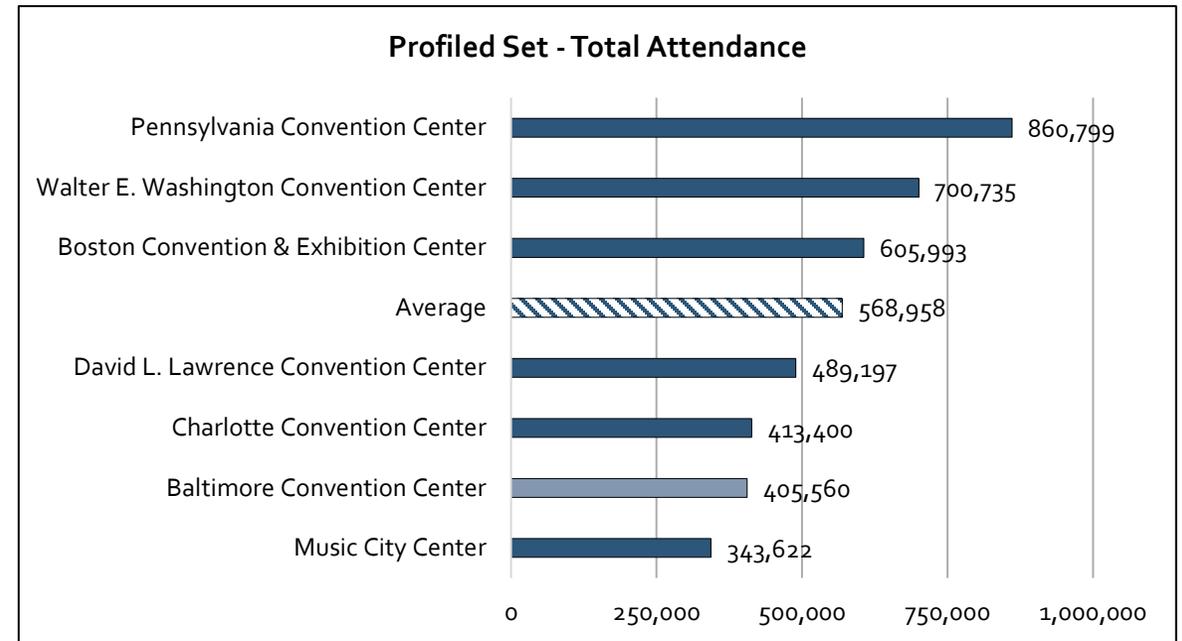
Source: Facility floor plans.

Competitive Facility Analysis – Utilization

The charts below illustrate how the BCC compares to the profiled peer facilities in terms of total events and total attendance. In FY 2023, the BCC hosted the lowest number of events among the profiled peer facilities. Although total attendance at the BCC was 29% less than the average for the peer facilities, this metric was higher than the Music City Center and similar to the Charlotte Convention Center and the David L. Lawrence Convention Center.



Notes: * Total events at the Charlotte Convention Center include 297 local events.
 Information was not available for the Gaylord National Resort & Convention Center.
 Sources: Facility management; other secondary sources.

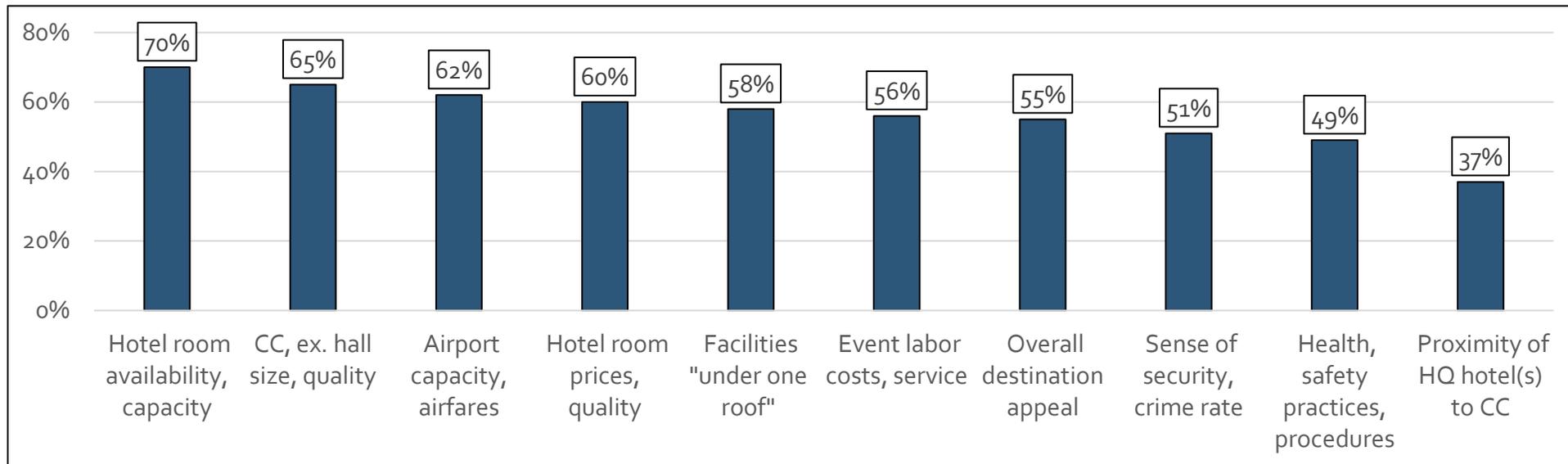


Note: Information was not available for the Gaylord National Resort & Convention Center.
 Sources: Facility management; other secondary sources.

Competitive Destination Profile

When choosing a location, meeting planners/event producers also take into consideration destination characteristics they deem important to the success of their event. Although site selection can be influenced by multiple factors, a survey conducted by Access Intelligence reported that hotel room availability and capacity ranked at the top for show organizers.

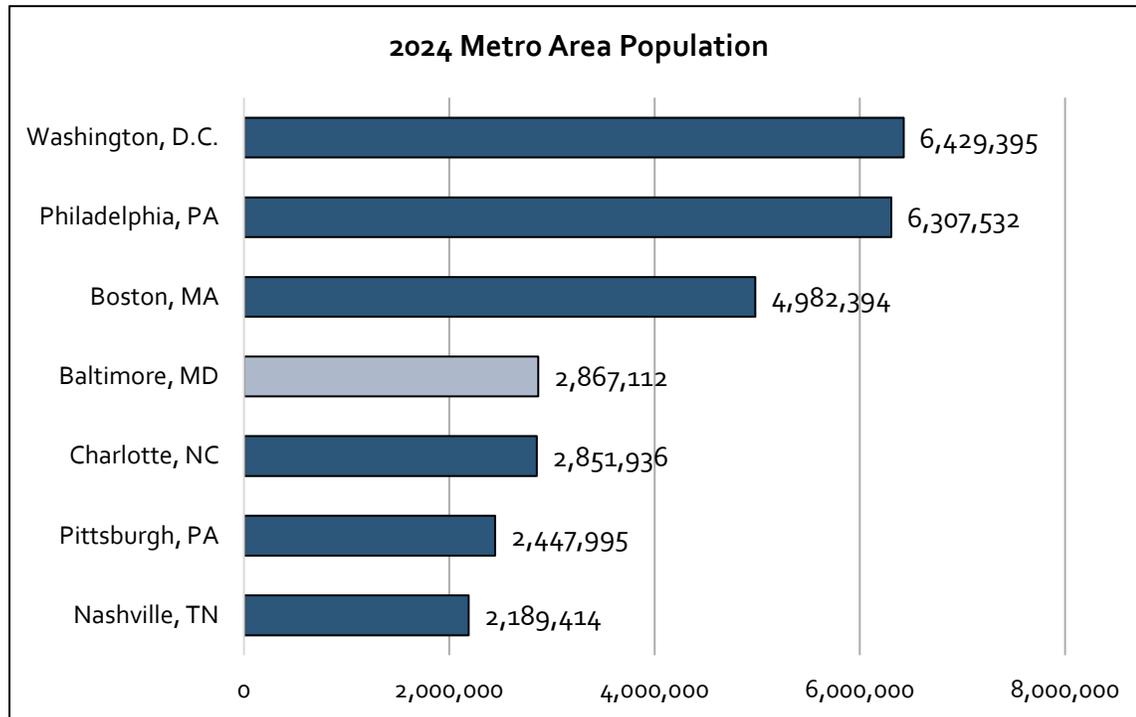
Event Producers – “Very Important” Host City Selection Criteria



This section profiles common factors that meeting planners/event producers use to help gauge the relative competitiveness of destinations under consideration to host their events.

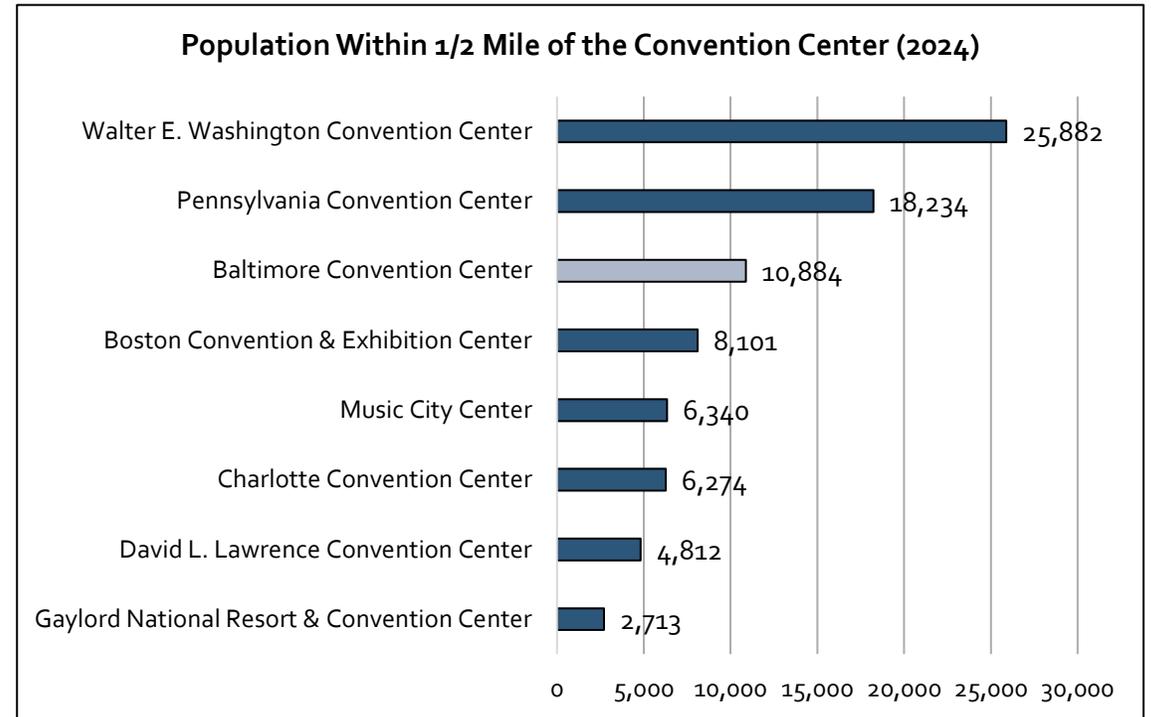
Competitive Destination Profile - Population

Some convention and meeting groups prefer to meet in large metropolitan areas that offer strong and diverse transportation access; multiple hotel options in terms of brand, amenities and price points; and retail and entertainment establishments for attendees to enjoy while visiting the destination. As shown in the chart below, the population of the Baltimore Metropolitan Statistical Area (“Metro Area”), which includes Baltimore, Columbia, and Towson, MD, is approximately 2.9 million people in 2024 which ranks in the middle of the profiled set.



Source: Esri.

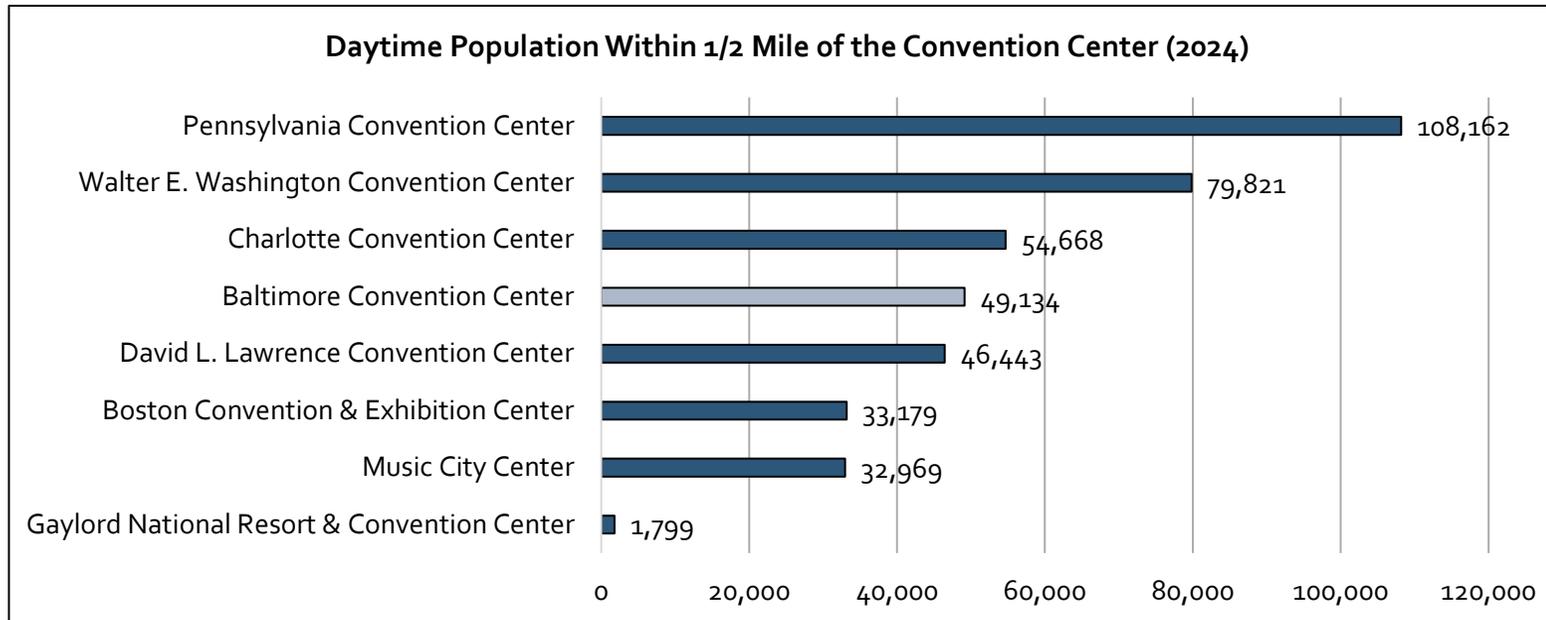
A resident population where consumers live and sleep is one measure of a community’s consumer base and retail potential. In general, a dense residential population base is usually supported by various infrastructure such as restaurants, grocery stores and entertainment options which benefit both residents and visitors. The 2024 population within ½ mile of the BCC ranks 3rd largest among the profiled set behind the Walter E. Washington Convention Center and the Pennsylvania Convention Center.



Source: Esri.

Competitive Destination Profile – Population (cont'd)

The daytime population, which refers to the number of people, including workers, who are present in a city during normal business hours, increases substantially in many communities during the day, particularly those markets that have a workforce population coming into the city for work and commuting elsewhere at the end of the day. This expanded population can further define and measure a community's consumer base and be a predictor of retail attraction and expansion opportunities. It is important to note that daytime population differs from the population that is present during evening and nighttime hours. As shown in the chart below, the estimated daytime population within ½ mile of the BCC is estimated at more than 49,000 people in 2024.



Source: Esri.

Competitive Destination Profile – Crime Index

The level of crime and perceived safety of patrons can impact a destination’s ability to attract events and attendance. ESRI provides crime indexes which indicate the relative risk of crime in specific areas. Values above 100 indicate the area has an above average risk of crime occurring compares to the U.S. Values below 100 indicate below average risk. The index is modeled using data from the FBI Uniform Crime Report and demographic data from the U.S. Census and Applied Geographic Solutions (AGS).

The adjacent table summarizes the total crime index within a half-mile and one-mile radius of BCC as well as each profiled convention facility. The crime index within a half-mile and one-mile radius of the BCC is 503 and 393, respectively, indicating a significantly higher risk of crime relative to the U.S. average.

Within a half mile radius, the crime index near with BCC is the second highest among the profiled set to the Pennsylvania Convention Center and 48% higher than that of the average. The crime index within a one-mile radius of BCC also ranks second highest, only lower than that associated with Music City Center.

Previous customer surveys conducted by Visit Baltimore and BCC management indicated that concerns related to safety and crime were expressed by both meeting planners and attendees which is a challenge in attracting new events.

As previously mentioned, Mayor Scott’s administration in partnership with the Downtown Partnership of Baltimore and other stakeholders and community members developed the Downtown RISE Strategic Action Plan which outlines and prioritizes actions to improve downtown Baltimore including economic development; infrastructure development; arts, culture and entertainment; and public safety and cleanliness.

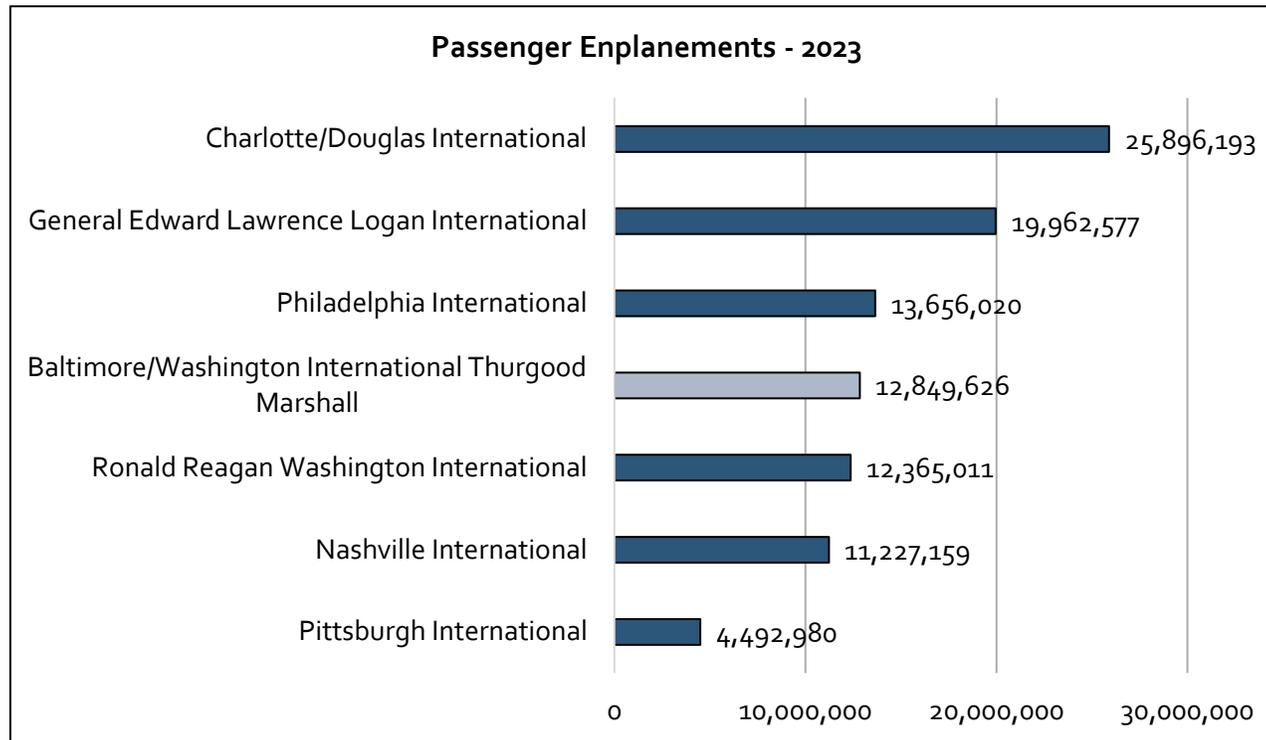
Total Crime Index		
Facility	0.5 Miles	1 Mile
Pennsylvania Convention Center	522	336
Baltimore Convention Center	503	393
David L. Lawrence Convention Center	471	318
Music City Center	397	438
Boston Convention and Exhibition Center	309	192
Walter E. Washington Convention Center	277	380
Charlotte Convention Center	245	292
Gaylord National Resort & Convention Center	161	173
Average Crime Index (Excludes BCC)	340	304

Note: Sorted in descending order by crime index within 1/2 mile of the convention center.

Source: Esri.

Competitive Destination Analysis – Air Accessibility

Although not always a primary factor, the availability of a conveniently located airport with extensive connections to major cities nationwide can be important for events with a wider regional, national, or international appeal. The Federal Aviation Administration (“FAA”) defines passenger enplanements as domestic, territorial, and international passengers who board an aircraft in scheduled and non-scheduled service of aircraft. As shown in the chart below, BWI ranked 4th in passenger enplanements among the profiled set in 2023.

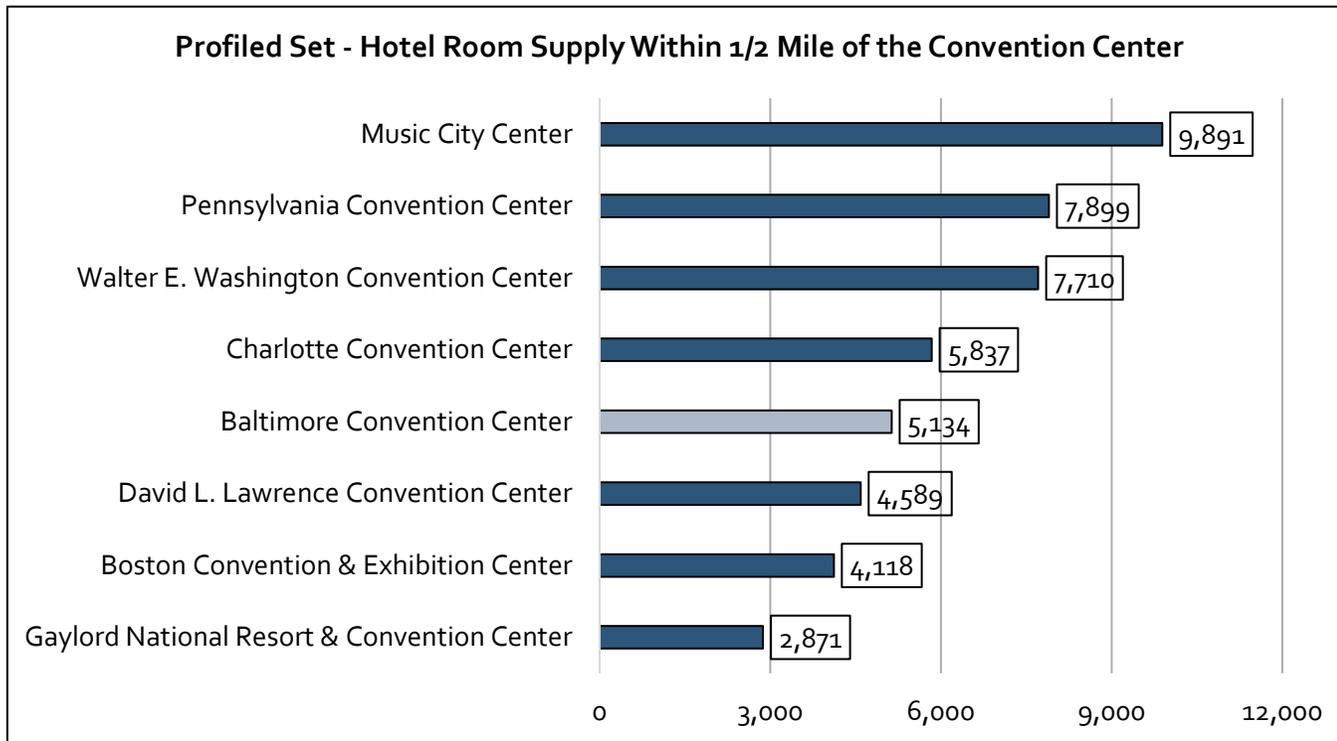


Source: FAA.



Competitive Destination Profile – Hotel Supply

As previously mentioned in the industry trends section, recent market research cites that hotel room availability and capacity is the top host city selection criteria. As shown in the chart below, Baltimore ranks 5th in terms of total hotel room supply within a ½ mile radius of the convention center.



Source: CoStar.

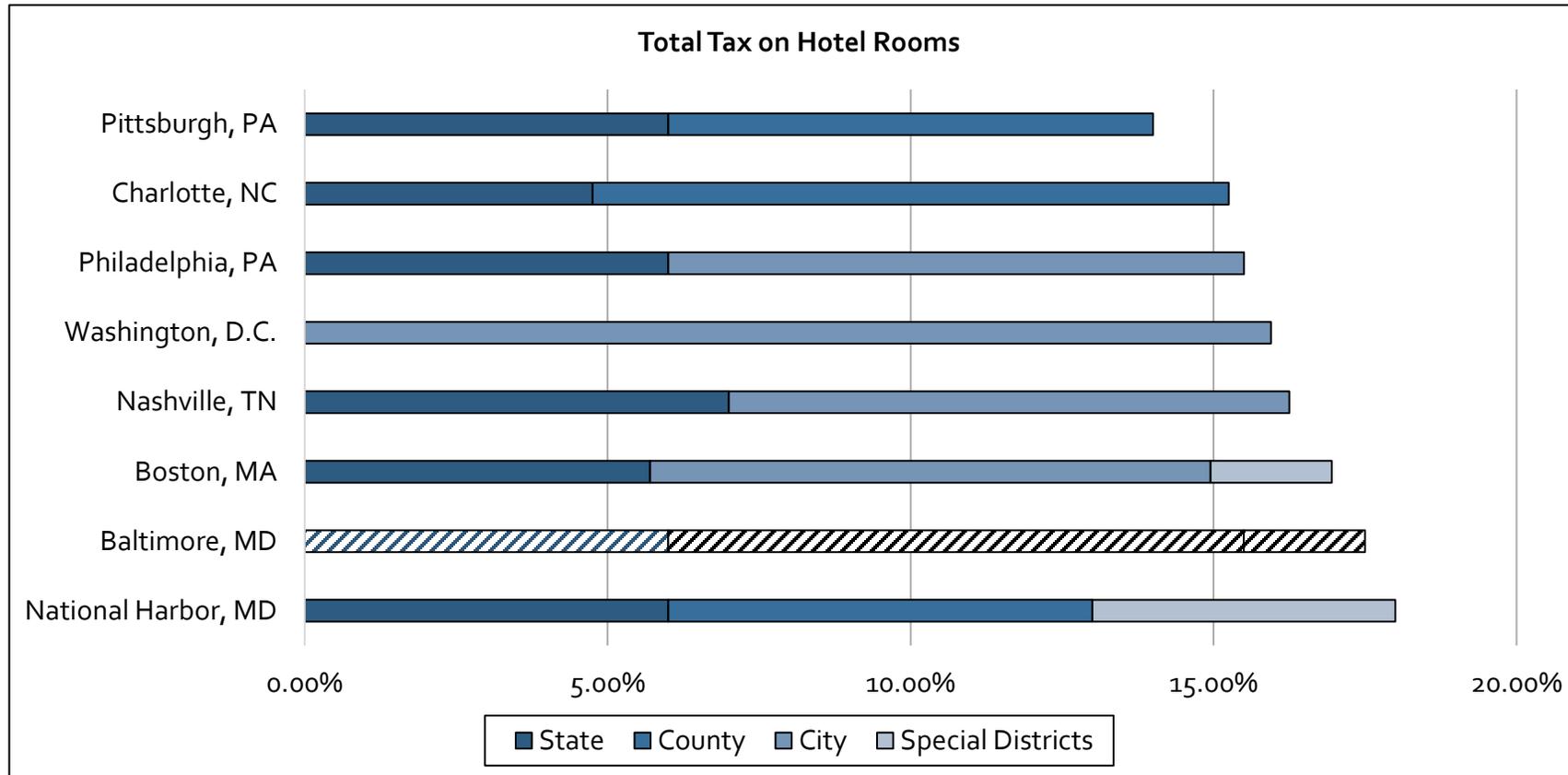
Select Hotel Properties in Baltimore



Images Credit: Visit Baltimore website.

Competitive Destination Profile – Total Tax on Hotels

As shown in the following chart, Baltimore has the 2nd highest total tax on hotel rooms among the profiled set behind National Harbor. However, because the ADR in the Baltimore CBD is one of the lowest among the profiled peers, the total room cost is still one of the lowest.



Sources: Individual municipalities, government agencies and DMOs.



Competitive Destination Profile – Per Diem Costs

Business Travel News (BTN) publishes an annual corporate travel index ranking 100 U.S. cities in terms of various travel-related costs including lodging, car rental and food. Total per diem costs are compiled by adding the average hotel, car and food cost per diem amounts. Costs external to the convention center are becoming more important to meeting planners as they assess the overall cost of meeting in various destinations. Typically, corporate hotel room rates are higher than the overall ADR in a city.

Based on data from BTN, Baltimore had the second lowest total per diem cost among the profiled set making it an affordable destination.

Profiled Set - Per Diem Costs					
Market	Hotel	Car Rental	Meals	Total	U.S. Rank
Boston, MA	\$323.41	\$55.62	\$109.93	\$488.96	3
Washington, D.C.	\$291.65	\$45.41	\$114.25	\$451.31	5
Nashville, TN	\$263.66	\$46.11	\$87.54	\$397.31	15
Philadelphia, PA	\$243.00	\$49.27	\$98.07	\$390.34	18
Charlotte, NC	\$213.42	\$46.13	\$98.85	\$358.40	31
Baltimore, MD	\$202.62	\$45.56	\$105.17	\$353.35	32
Pittsburgh, PA	\$156.95	\$50.47	\$94.12	\$301.54	73
Average (Excluding Baltimore)	\$248.68	\$48.84	\$100.46	\$397.98	
Median (Excluding Baltimore)	\$253.33	\$47.70	\$98.46	\$393.83	

Notes: Sorted in descending order by total per diem costs.
 Average hotel and car rental costs includes taxes and fees.
 Amounts reflect Q4 2023.
 Source: BusinessTravelNews.com



6. Sensitivity Analysis



Sensitivity Analysis

As previously stated, in February 2020, MSA’s Board of Directors approved a request from the Mayor of the City of Baltimore to develop a concept design for a renovated/modernized BCC that more closely aligned the program with economic and fiscal benefits. One redevelopment strategy currently under consideration is to redevelop the entire east side of the facility to accommodate the building program and utilize the west portion of the facility for other development initiatives.

The sensitivity analysis provides feedback on the overall marketability and the potential usage/event activity and economic impacts associated with different scenarios currently under consideration based on research and analysis conducted relative to local market conditions, historical BCC operations, industry trends, market outreach with meeting planners/event organizers and data on peer facilities as well as our industry experience.

This analysis can be compared to an order-of-magnitude construction cost provided by MSA and its advisors to provide a preliminary return on investment for each redevelopment scenario. It is important to note that the purpose of this analysis is not to test the feasibility of the project but rather to provide information that allows MSA and the City to draw their own informed conclusions regarding the viability associated with future redevelopment options for the BCC.

The following provides a general description of the scenarios under consideration:

Scenario 1 – Do Nothing / Status Quo

Scenario 2 – Renovate/Modernize All Existing Space

Scenario 3 – Renovate/Modernize All Existing Space & Add 100,000 SF Flex Space

Scenario 4 – Renovate/Modernize the West Side & Build a New East Side

Scenario 5 – Develop All New Stacked Space on the East Side Allowing the West Side to Be Used for Alternative Development

The following table provides a summary of the amount and types of spaces envisioned for each scenario described above.

Type of Space	Scenario				
	1	2	3	4	5
Exhibit (SF)	300,000	300,000	300,000	340,650	300,000
Flex (SF)	0	0	100,000 w/ New Ballroom		160,000
Meeting (SF)	70,500	70,500	70,500	135,450	138,600
Ballroom (SF)	36,700	36,700	36,700	167,400	59,400
Total Function Space	407,200	407,200	507,200	643,500	658,000
% Additional New Space		0%	25%	58%	62%

Source: MSA.

Marketability of Space

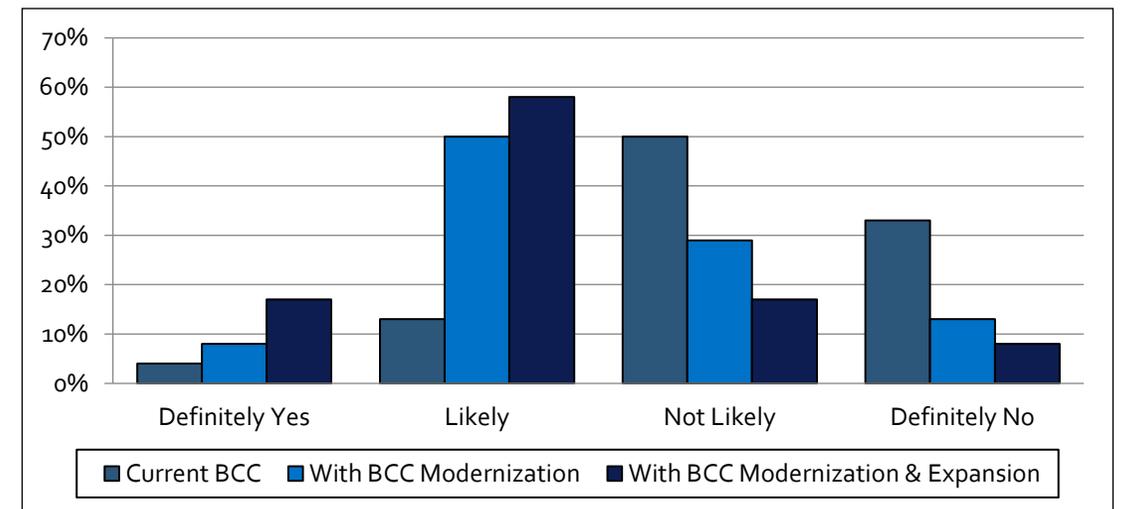
To supplement research previously conducted, Crossroads retained Access Intelligence Research & Consulting to conduct a survey of meeting planners and event organizers to obtain input related to their perspectives of the BCC and Baltimore as an event host destination as well as their desired building program elements and the impact of stacked versus contiguous space. The survey was conducted in October and November of 2024 and received 60+ responses from current, past and potential clients. Some of the statistics may not add to 100% due to multiple choice options or rounding.

Access Intelligence is a leading B2B media and events organization that provides business intelligence and integrated marketing solutions to many key global market sectors. Their product portfolio includes live events, podcasts, video, webinars, e-letters, data and digital products, social media, magazines and e-media solutions amongst others. The Access Intelligence Research & Consulting division provides information, insights and recommendations to the event, venue and marketing industries to help improve business performance. Access Intelligence Research & Consulting has expertise in the following industry sectors: event marketing and corporate events; conventions, exhibitions and conferences; convention centers, venues and hotels; and digital media and marketing.

Twenty-one percent (21%) of the respondents indicated that they have held an event at the BCC and 51% of those respondents said they would consider hosting another event at the BCC.

Respondents were asked how likely they would be to host, or continue hosting, their event at BCC if it remained status quo, modernized its existing spaces or modernized and expanded. For purposes of this discussion, those that answered "Not Likely" or "Definitely No" are considered unlikely to host their event at the BCC. Those that answered "Likely" or "Definitely Yes" are considered likely to host their event at the BCC. Most respondents (83%) indicated they were unlikely to host their future event at the BCC if it remains the same. More than half (58%) of respondents indicated they are likely to host a future event at the BCC with modernization and 75% indicated that they are likely to host an event if the BCC modernizes and expands.

Likely to Host or Continue Hosting Events at the BCC



Marketability of Space (cont'd)

Safety and security issues was the primary reason as to why survey respondents would not consider bringing their group to Baltimore. Perceived gaps in venue services and amenities and hotel related issues of proximity and quality were also deemed as negatives. Other comments primarily revolved around the need for modernization of the existing space.

Reason for Not Bringing Group to Baltimore
Safety and security issues
Convention center services and amenities
Proximity to hotels
Hotel quality
Amount of exhibit, meeting, and ballroom space
Proximity to entertainment, restaurants, and attractions
Food and beverage services

Respondents were asked to rank strengths and challenges of the BCC. Event producers indicated that the BCC's strengths are size of exhibit space and ballroom space as well as the venue's exhibitor services. The main challenges are deemed to be meeting space quality, exhibit space quality, and technology offerings and services.

BCC – Strengths & Challenges	Poor	Fair	Good	Excellent
Size of exhibit space	8%	21%	58%	13%
Size of ballroom space	9%	26%	65%	0%
Exhibitor services	4%	35%	52%	9%
Amount of contiguous exhibit space	13%	29%	46%	13%
Size of meeting space	4%	39%	57%	0%
Food and beverage services	9%	35%	57%	0%
Pre function and common space	9%	35%	52%	4%
Quality of ballroom space	13%	30%	52%	4%
Show labor services	13%	35%	48%	4%
Quality of exhibit space	18%	32%	50%	0%
Technology offering and services	5%	45%	45%	5%
Quality of meeting space	9%	43%	43%	4%

Relative to the BCC, when asked what survey respondents viewed as the highest priority needs to be addressed for them to consider utilizing it for their group, respondents listed various needs including improvements related to safety of downtown, modernization of space, and cost.

Marketability of Space (cont'd)

Survey respondents were asked their ideal venue specifications required for their typical events and meetings held in convention centers. The following table summarizes the average of survey responses.

Ideal Venue Specifications	Average (SF)
Exhibit space	272,900
Contiguous exhibit space	241,250
Meeting space	82,100
Ballroom space	41,700

Survey respondents were also asked about their event attributes which are summarized below.

Event Attributes	Average
Total number of attendees/delegates	4,700
Total number of hotel guest rooms (entire event)	6,600
Total number of hotel guest rooms on peak night (Citywide only)	2,000
Percentage of attendees staying overnight	83%

A key question to be ascertained among the various scenarios from both a programmatic and a cost perspective is whether there appears to be a fundamental difference in demand for and marketability of stacked versus contiguous exhibit space. When asked if vertically stacked exhibit space would meet their event requirements or if it needs to be contiguous, two-thirds (67%) of event producers responded they require their exhibit space to be contiguous. Nearly one-quarter (24%) responded that either option would meet their needs and only 10% indicated that stacked exhibit space would meet their needs.

Option	%
Exhibit space needs to be contiguous	67%
Either option would meet my event requirements	24%
Stacked exhibit space would meet my event requirements	10%

When asked if flex space could be used to meet their event requirements, 50% responded that they could use flex space and 50% responded that they would not use flex space as their event requires dedicated exhibit, ballroom and/or meeting space.

	%
Yes, we could use flex space	50%
No, we would not use flex space	50%

Those survey respondents who indicated that they could use flex space for their event would utilize it as exhibit space (73%), meeting space (73%), general session (64%) and ballroom space (36%).

Marketability of Destination

Successful convention destinations typically offer a collaborative, multi-faceted, holistic approach that incorporates the convention center’s physical program, supporting destination and hospitality infrastructure and a strong, consistent and effective sales and marketing strategy that focuses on strengths and mitigates challenges. This success requires buy-in and support from multiple public and private sector stakeholders.



Meeting planners/event organizers were asked to comment on Baltimore’s top strengths and challenges in terms of attracting their group. Baltimore’s top strengths as a destination are considered to be air service, overall geographic location, access to attendee bases, and proximity to attractions. The main negatives are safety, hotel quality, and cost/value.

Destination Attribute	Poor	Fair	Good	Excellent
Air service	5%	24%	67%	5%
Baltimore’s geographic location	5%	24%	67%	5%
Access to membership/delegate base	5%	30%	55%	10%
Proximity to attractions	15%	20%	50%	15%
Hotel proximity to convention center	5%	37%	58%	0%
Hotel supply	10%	35%	55%	0%
Proximity to restaurants	10%	35%	50%	5%
Headquarter hotel	16%	32%	47%	5%
Cost and value	22%	33%	44%	0%
Hotel quality	11%	47%	32%	11%
Security and safety of attendees	48%	38%	10%	5%

This feedback is generally consistent with previous research efforts. The Mid-Atlantic location is easily accessible to a relatively large population of potential attendees including many of the BCC’s targeted industries such as medical, education, technology, and sporting events. Safety has consistently been cited as a major concern by both meeting planners and attendees and is one that City leadership is proactively addressing. As a point of reference, secondary sources report that in 2024 Baltimore recorded its second lowest number of homicides since 1980 and a 40% decrease since 2022. The quality of hotels has also been consistently noted as a challenge. Affordability has generally been viewed as a strength of Baltimore, particularly in terms of hotel rates. Baltimore’s location on the water and proximity to restaurants/bars and attractions has been overshadowed by vacancies downtown (e.g., Harborplace) and safety/security issues, particularly at night.

Key Takeaways – Marketability of Space

This section summarizes the overall marketability of the different scenarios under consideration from a programmatic perspective based on factors including, but not limited to, lost business reports, customer surveys and other feedback, industry trends, competitive peer facilities, and outreach with meeting planners/event organizers.

Scenario 1 – Do Nothing / Status Quo

- Market research suggests that if the BCC were to “do nothing” it would likely result in a steady decrease in event activity, particularly relative to convention, tradeshow and large meeting business as well as a decrease in operating revenue and an increase in operating loss. This observation is supported by the outreach to meeting planners – 83% of which responded that they were unlikely to host their future event at the BCC if it remains the same. Further, most competitive peer facilities have already or are planning to improve their physical assets along with their overall destination package. While some events may choose to use other facilities in the State like the Gaylord National Resort and Convention Center, many will likely leave the State for other destinations such as Washington, D.C., Philadelphia, Boston and Nashville. As such, decline in event activity would also yield less economic and fiscal impacts to local and State governments.

Scenario 2 – Renovate/Modernize All Existing Space

- Market research suggests that renovating and modernizing existing space at the BCC is a viable option as it would address deficiencies in the existing product. Meeting/event planners have consistently commented on the need for better, updated space and amenities at the BCC that align with modern standards found in peer facilities. Many users commented that the quality of space was more of a problem than the amount of space, particularly as it relates to the exhibit space. This option was reinforced by the significant increase in likelihood of hosting a future event at the BCC with modernization.

Scenario 3 – Renovate/Modernize All Existing Space & Add 100,000 SF Flex Space

- Market research suggests that this scenario is also a viable and desirable option. As with the Scenario 2 option, it would address deficiencies in existing product, allow for future growth of existing events, and increase market opportunities to attract larger events than the BCC can currently accommodate. The 100,000 SF of flex space would result in 25% more total function space which would lessen the gap with competitive peer facilities, particularly when the flex space is used as ballroom or meeting space. Offering additional space would also allow more flexibility to accommodate varying event needs and increase the opportunity to host simultaneous events. Having said that, there is still a portion of events that require dedicated space and many of the competitive peer facilities do not offer flex space. As previously mentioned, 50% of meeting planners/event organizers responded that they could use flex space and 50% responded that they would not use flex space as their event requires dedicated exhibit, ballroom and/or meeting space.

Key Takeaways – Marketability of Space (cont'd)

Scenario 4 – Renovate/Modernize the West Side & Build a New East Side

- Market research suggest that this scenario has the same advantages of Scenario 3 and provides 27% more total function space including 14% more exhibit space. Relative to the existing BCC building program, this option provides 58% more total function space including significantly more meeting space and ballroom space by virtue of co-located flex space. Even with renovation/modernization of the west side of the facility, this option has the potential to create the perception/reality of “old facility, new facility”, particularly for events that are not using the entire facility. While this option definitely closes the gap with competitive peer facilities in terms of meeting and ballroom space, it may not generate enough incremental new business to cover the cost difference between Scenarios 2 and 3.

Scenario 5 – Develop All New Stacked Space on the East Side Allowing the West Side to Be Used for Alternative Development

- The primary advantage of this option is that all the space would be new. However, market research, particularly recent feedback from meeting/event planners, suggests that this is the least desirable scenario from a marketability standpoint. More than two-thirds (67%) of survey respondents indicated that exhibit space needs to be contiguous to host their event; only 10% said that stacked exhibit space would meet their event needs and 24% responded that either option would meet their event needs. This stacked option would not meet the needs of a large portion of survey respondents in terms of the required amount of contiguous space (average was 241,250). Further, all the profiled competitive peer facilities offer a significant amount of contiguous space, but none offer stacked exhibit space. Offering all stacked space is not ideal for accommodating simultaneous events in terms of controlling/segregating attendees, particularly events that require exhibit, meeting and ballroom space. Like Scenario 4, this option closes the gap with competitive peer facilities in terms of meeting and ballroom space but will likely not generate enough incremental new business to offset the incremental cost difference between the other scenarios.

All Scenarios

A safe, attractive, walkable and vibrant area close to the convention center that offers a sense of place and an authentic experience to attendees is desired by meeting planners and attendees. Safety/security/crime concerns have consistently been cited as a major challenge by meeting planners and event organizers along with the quality of hotels. While it is imperative that investment is made in BCC's physical program to offer updated space and amenities, it is equally important that the City continue to allocate resources to improve safety and security of BCC attendees to help alleviate the negative perceptions currently held by show organizers.

As previously mentioned, these scenarios need to be evaluated within the context of a cost/benefit analysis.

Economic Analysis

The BCC is a significant economic generator to the City and the State. With respect to financial performance, many similar convention centers realize an operating deficit. However, convention centers like the BCC attract events that draw patrons from outside the immediate market area who spend money at hotels, restaurants, bars, retail establishments, entertainment activities and other related services. As such, one of the primary reasons for developing these facilities is the economic activity that they can generate in terms of spending, employment, earnings, and tax revenues to local and state governments. In many cases, the economic activity outweighs the operating costs. When evaluating the merits of renovation/modernization/expansion projects, it is important to consider all aspects of the costs and benefits including operating requirements, debt service and economic and fiscal impacts. A primary objective of this analysis is to estimate the potential usage/event activity and associated economic and fiscal impacts for the different redevelopment scenarios under consideration. Research conducted as part of this analysis does not support the concept of developing all new stacked space as a viable or desirable option; as such, Scenario 5 is not evaluated as part of the economic analysis.

General Assumptions

The following general assumptions were used to develop the estimates of usage/event activity for the sensitivity analysis. It should be noted that these assumptions are preliminary and will continue to be refined as decisions related to the building program and other operating characteristics evolve.

- The ownership and operating structure remains the same.
- The facility continues to be managed by professional, experienced staff with strong industry experience.
- A targeted, aggressive sales and marketing approach is employed by Visit Baltimore and BCC management.
- There is no substantial change to the hotel supply in the City either through hotel closures or new construction other than those outlined in this report.
- No other similar competitive or comparable facilities are built in the region.
- A high level of customer service continues to be provided.
- Tax rates continue at their current levels.
- No major economic fluctuations, acts of nature, or cataclysmic events such as an epidemic occur that could adversely impact the dynamics of the project.
- The level of security and safety for attendees will increase through concentrated efforts by the City to reduce crime around the BCC.

Usage/Event Activity Assumptions

The economic impact sensitivity analysis is based on several factors including the adjacent estimates of utilization for the various scenarios which were developed based on historical utilization at the BCC as well as other research and analysis conducted as part of this study effort. In general, conventions and tradeshow generate the highest economic impact.

In a “do nothing” scenario, the BCC is expected to experience a loss of event activity and attendance. In the renovation/modernization scenarios, the BCC is expected to retain events, regain lost business and attract new events to the facility. Adding 100,000 SF of flex space allows for more flexibility and increases BCC’s ability to host simultaneous events. This option is estimated to increase events by 22%, event days by 20% and total attendance by 18% over renovation/modernization alone.

Market outreach surveys indicated that the quality of space is more of an issue than the amount of space. As such, the increase in events, event days and total attendance between Scenario 3 and 4 is estimated to be 14%, 11% and 9%, respectively.

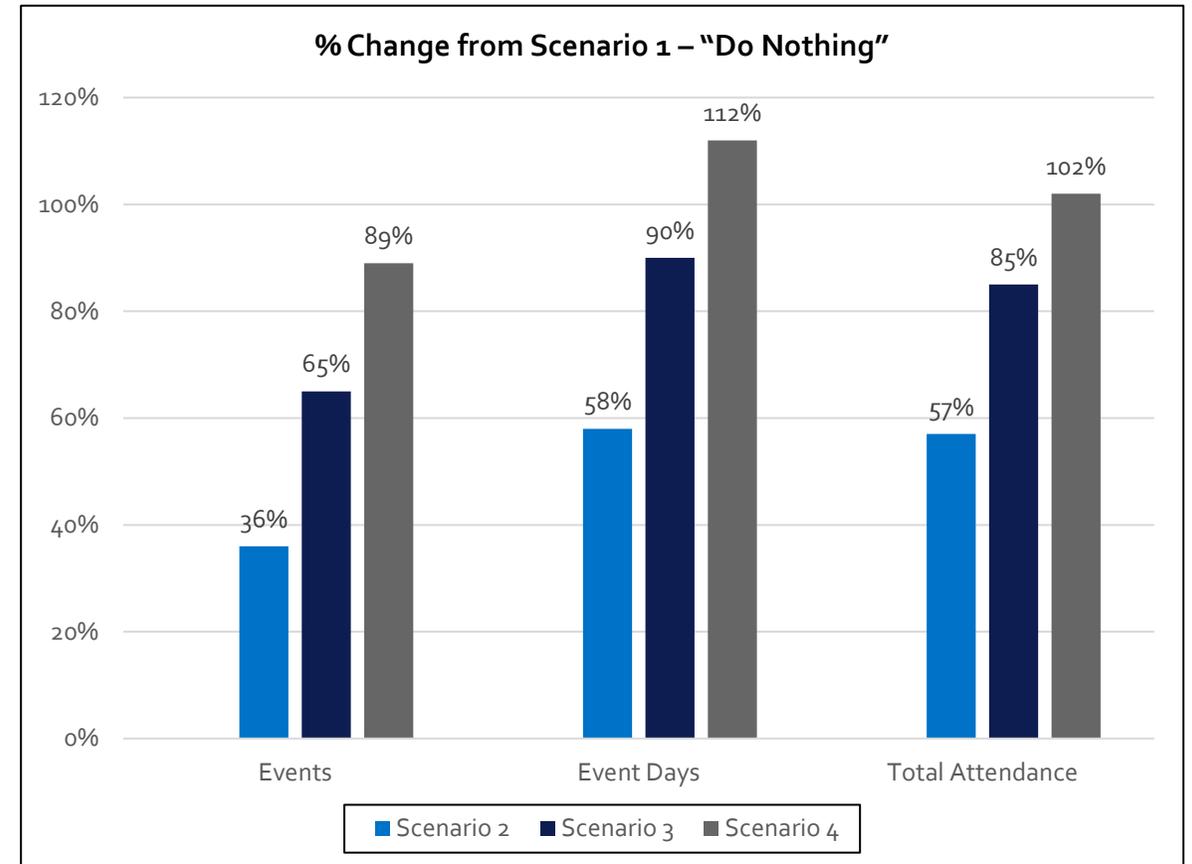
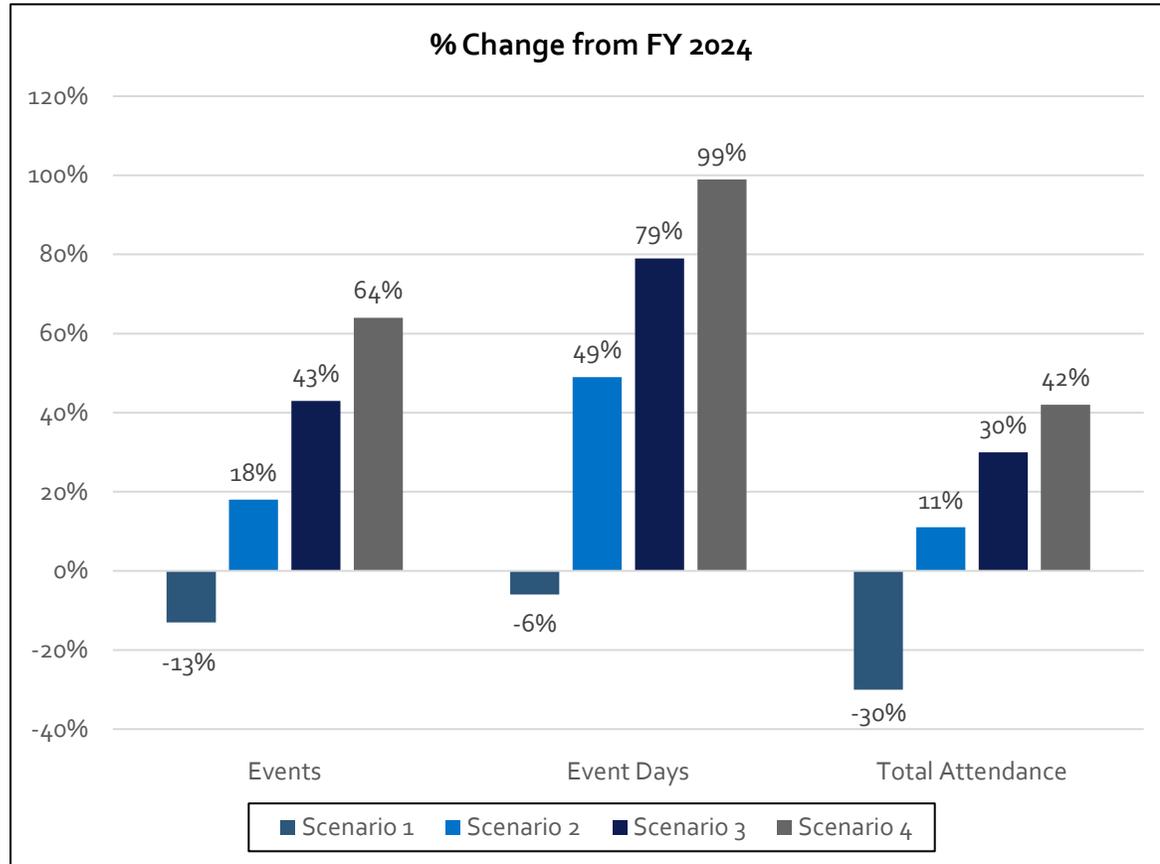
As it relates to the estimated usage, event activity at convention centers typically experiences a “ramp up” period to a stabilized level of activity which occurs for several reasons. For instance, groups that book their event years in advance may not want to risk that a facility’s construction is delayed and not completed in time for their event. In addition, some groups may choose to let management “fine tune” its operations before meeting in the renovated/modernized facility. The timing of when a stabilized year would occur would be dependent on the schedule of completion for the project.

Estimate of Usage/Event Activity for BCC				
Event Type	Scenario 1 - Do Nothing	Scenario 2 - Renovate/ Modernize All Existing Space	Scenario 3 - Renovate/ Modernize All Existing Space & Add 100K Flex	Scenario 4 - Renovate/ Modernize West Side & Build New East Side
Number of Events				
Conventions	20	33	40	43
Tradeshows	5	10	12	14
Meetings	40	48	58	68
Food Functions	3	6	12	18
Public Events	16	18	20	20
Sporting Events	12	14	16	18
Other	2	4	4	4
Total	98	133	162	185
Event Days				
Conventions	100	165	200	215
Tradeshows	13	30	36	42
Meetings	60	96	116	136
Food Functions	3	6	12	18
Public Events	32	41	45	45
Sporting Events	24	28	32	36
Other	4	8	8	8
Total	236	374	449	500
Total Attendance				
Conventions	98,000	181,500	220,000	236,500
Tradeshows	18,000	55,000	66,000	77,000
Meetings	32,000	52,800	63,800	74,800
Food Functions	2,250	7,200	14,400	21,600
Public Events	142,400	171,000	190,000	190,000
Sporting Events	50,400	70,000	80,000	90,000
Other	1,000	4,000	4,000	4,000
Total	344,050	541,500	638,200	693,900

Note: For purposes of this analysis, the sporting events category does not include events associated with the CIAA tournament.

Usage/Event Activity Assumptions (cont'd)

The charts below show the estimated percentage change for all four scenarios from FY 2024 and the estimated percentage change for Scenarios 2, 3 and 4 from Scenario 1 – Do Nothing.



Estimate of Total Annual Economic Contribution & Tax Revenues

The table below summarizes the estimated total economic contribution and tax revenues that could potentially be generated from ongoing BCC operations for the different scenarios in a stabilized year. These estimated benefits can be compared to an order-of-magnitude construction cost provided by MSA to provide a preliminary return on investment for each redevelopment scenario.

Estimated Total Annual Economic Contribution and Tax Revenues				
City of Baltimore				
Category	Scenario 1 - Do Nothing	Scenario 2 - Renovate/ Modernize All Existing Space	Scenario 3 - Renovate/ Modernize All Existing Space & Add 100K Flex Space	Scenario 4 - Renovate/ Modernize West Side & Build New East Side
Output				
Direct Spending	\$127,300,000	\$203,800,000	\$240,600,000	\$263,400,000
Indirect & Induced Spending	\$43,500,000	\$70,800,000	\$84,000,000	\$92,200,000
Total Output	\$170,800,000	\$274,600,000	\$324,600,000	\$355,600,000
Total Jobs (Full- and Part-Time)	1,200	1,900	2,200	2,400
Total Labor Income	\$73,400,000	\$113,100,000	\$132,500,000	\$144,600,000
Tax Revenues	\$4,900,000	\$8,700,000	\$10,400,000	\$11,400,000
State of Maryland				
Category	Scenario 1 - Do Nothing	Scenario 2 - Renovate/ Modernize All Existing Space	Scenario 3 - Renovate/ Modernize All Existing Space & Add 100K Flex Space	Scenario 4 - Renovate/ Modernize West Side & Build New East Side
Output				
Direct Spending	\$140,100,000	\$225,600,000	\$266,500,000	\$286,500,000
Indirect & Induced Spending	\$88,800,000	\$142,600,000	\$168,500,000	\$181,100,000
Total Output	\$228,900,000	\$368,200,000	\$435,000,000	\$467,600,000
Total Jobs (Full- and Part-Time)	1,600	2,600	3,000	3,300
Total Labor Income	\$89,700,000	\$138,900,000	\$162,899,300	\$174,800,000
Tax Revenues	\$12,500,000	\$20,900,000	\$24,800,000	\$26,600,000

Notes: City and State amounts for output, jobs and labor income are not additive.
Dollar amounts are shown in 2024 dollars.

Estimate of Total Annual Economic Contribution & Tax Revenues (cont'd)

Construction Impacts

Although not quantified in this analysis, construction costs associated with the renovation/modernization/expansion of the BCC would provide additional economic and fiscal impacts to the local and State economies during the construction period. These benefits would include the creation of new jobs that produce earnings for City and State residents as well as increased tax revenues from the purchase of material and supplies within the State.

At this level of strategic planning, it is difficult to fully understand the magnitude of construction impacts to the City and the State until the scope of the project and sequencing of construction are determined.

Other Qualitative Benefits

With renovation/modernization/expansion, other qualitative benefits associated with ongoing BCC operations include:

- Drawing a critical mass of visitors annually to help support area businesses;
- Offering an attractive venue to residents and visitors that hosts diverse event activity;
- Enhancing the area's image as a destination;
- Receiving increased media exposure through hosting regional, national and international event activity; and
- Serving as a catalyst for economic development in the area.



General Methodology

Estimating the economic impact generated by a project can be approached in several ways. This analysis estimates the total economic contribution that could potentially be generated from BCC operations under multiple scenarios in a stabilized year of operations. Economic contribution provides an overview of the total economic activity associated with a project.

The amount and type of activity, origin of attendees, estimated facility operating expenses, per capita spending estimates, distribution of spending, specific economy under consideration, multipliers and specific taxes quantified are variables that influence the economic and fiscal impact estimates.

Regional input-output models are typically used by economists as a tool to understand the flow of goods and services among regions and measure the complex interactions among them given an initial spending estimate.

The following provides an overview of the methodology used in this analysis.

Total Economic Impacts

Direct Spending

Estimating direct spending is the first step in calculating economic impact. Direct spending represents the initial change in spending that is estimated to occur as a direct result of event activity at the BCC under different scenarios. Direct spending is generated by both local and non-local event attendees, sponsoring organizations/producers, and exhibitors outside the facility as well as by facility operations.

It is reasonable to assume that a portion of spending from attendees originating in the region is displaced or would have occurred somewhere in the regional economy if the event had not been held. On the other hand, attendees from outside the region may not have made purchases in the local economy if the event had not occurred.

Further, this analysis accounts for retail margins (i.e., the difference between retail purchaser price and the producer price) and the percentage of goods purchased within each economy.

No intercept surveys with attendees were conducted as part of this study. Spending estimates are based on data provided by BCC management, Visit Baltimore and other secondary industry research from sources that are deemed to be reliable, but accuracy cannot be guaranteed.

Estimated utilization at the BCC under different scenarios was used to calculate attendee spending. Daily spending amounts were assigned to overnight attendees, who were estimated to stay overnight in a hotel, and day tripper attendees, who likely originate from the area or just drive in for the day.

Sponsoring organizations/event producers have substantial investments in the events that they host. These organizations purchase goods and services from either the BCC or from outside sources. In addition, exhibitors often spend money outside of the facility to entertain clients.

Facility operations includes operating expenses such as salaries, wages and labor, other personnel costs, contractual services, utilities, repairs and maintenance, materials and supplies, etc.

General Methodology (cont'd)

Multiplier Effect

Additional economic impacts are produced through the re-spending of net new direct spending. To quantify the inputs needed to produce the total output, economists have developed multiplier models. The estimation of multipliers relies on input-output models, a technique for quantifying interactions between firms, industries, and social institutions within a local economy. This analysis uses IMPLAN software and databases which are developed under exclusive rights by the IMPLAN Group, LLC.

IMPLAN, which stands for Impact Analysis for Planning, is a computer software package that consists of procedures for estimating local input-output models and associated databases. The IMPLAN software package allows the estimation of the multiplier effects of changes in final demand for one industry on all other industries within a defined economic area. Currently, there are hundreds of licensed users in the U.S. including universities, government entities and private companies.



The economic data for IMPLAN comes from the system of national accounts for the U.S. based on data collected by the U.S. Department of Commerce, the U.S. Bureau of Labor Statistics, and other federal and state government agencies. Data is collected for over 500 distinct producing industry sectors of the national economy corresponding to the Standard Industrial Classifications (SICs).

As such, the advantages of this model are that it is sensitive to both location and type of spending and can provide indirect and induced effects, employment and earnings information by specific industry category while considering the leakages associated with the purchase of certain goods and services outside the economy under consideration.

Once the direct spending amounts are assigned to an appropriate industry category, the IMPLAN model estimates the economic multiplier effects for each type of direct spending attracted to or retained in the economies under consideration resulting from BCC operations.



General Methodology (cont'd)

Indirect and Induced Impacts

Indirect impacts reflect the re-spending of the initial or direct expenditures, or the business-to-business transactions required to satisfy the direct effect (e.g., impacts from non-wage expenditures). For example, an attendee's direct expenditure at a restaurant requires the restaurant owner to purchase food and items from suppliers. The portion of these restaurant purchases that are spent within the area economy are indirect impacts.

Induced impacts reflect changes in local spending by households on goods and services that result from income changes in the directly and indirectly affected industry sectors (e.g., impacts from wage expenditures). For instance, a server at a restaurant could have more personal income due to an attendee's visit to the restaurant. The amount of increased income that the employee spends in the area economy is an induced impact.

The model generates estimates of these impacts through a series of relationships using average wages, prices and transportation data, considering commute patterns and the relative interdependence of the economy on outside regions for goods and services.

Indirect and induced impacts are commonly referred to as multiplier effects.

Total Economic Contribution

The calculated multiplier effect is then added to the direct impact to quantify the total economic contribution in terms of total output, employment and labor income which are defined as follows.

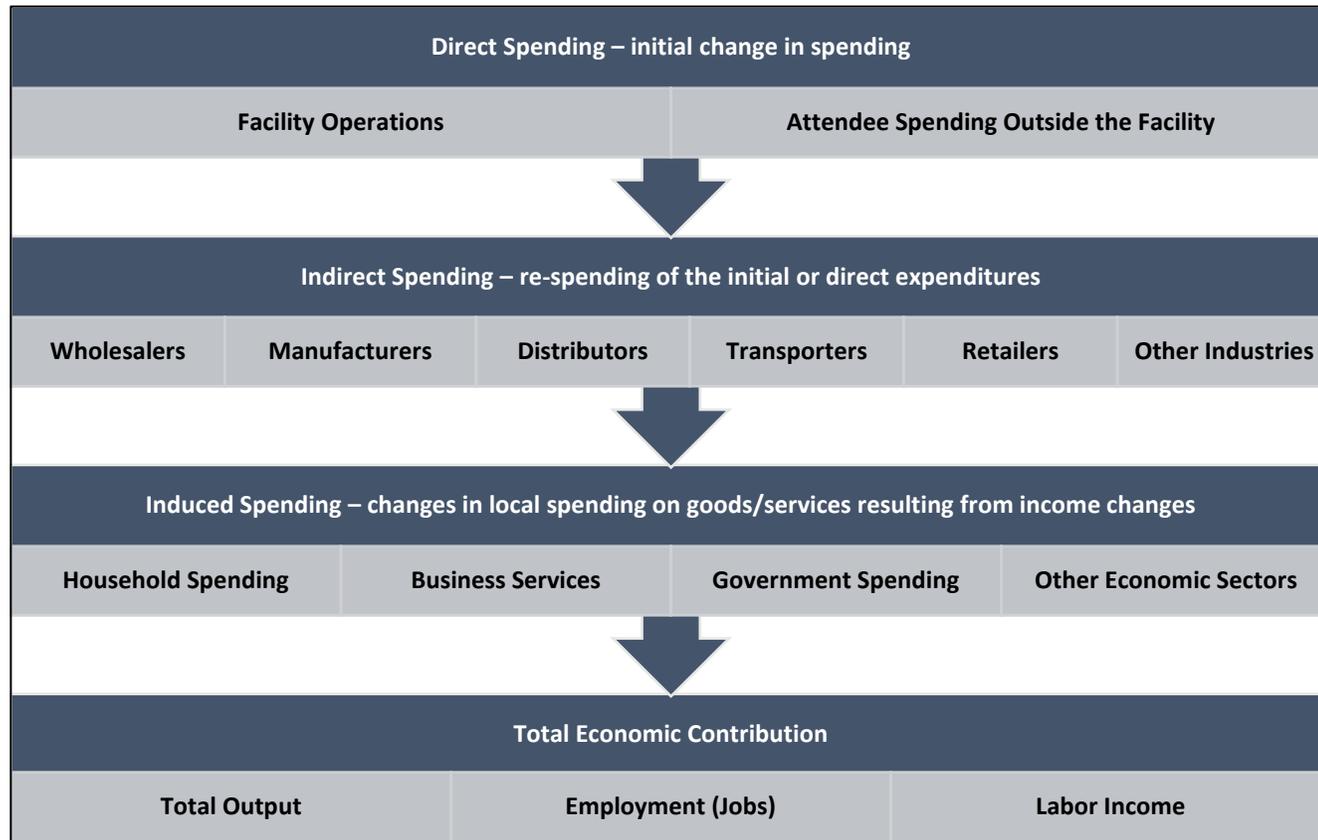
Total Output is a measure of the total estimated value of the production of goods and services supported by BCC operations under different scenarios. Total output is the sum of all intermediate sales (business to business) and final demand (sales to consumers and exports). This calculation measures the total dollar change in spending (output) that occurs in the economy for each dollar of output delivered to final demand.

Employment (Jobs) represents the estimated number of full-time and part-time jobs that are supported by BCC operations under different scenarios. The employment multiplier measures the total change in the number of jobs supported in the local economy for each additional \$1.0 million of output delivered to final demand. It should be noted that a person can hold more than one job, so the total number of jobs is not necessarily the same as the number of employed people. Further, the total number of jobs does not only reflect employees working at the BCC but rather the total number of jobs that are directly and indirectly supported in multiple sectors of the economy from BCC operations under different scenarios.

Labor Income represents the estimated wages and salaries earned by employees of businesses associated with or impacted by BCC operations under different scenarios. In other words, the multiplier measures the total dollar change in earning of households employed by the affected industries for each additional dollar of output delivered to final demand.

General Methodology (cont'd)

The graphic below illustrates the multiplier effects for calculating total economic contribution.



General Methodology (cont'd)

Tax Revenues

The estimated spending generated from BCC operations also produces tax revenues for the local and State economies. Experience in other markets suggests that while a significant portion of the direct spending will likely occur near the facility, additional spending occurs in other areas within the State. Major tax sources impacted by facility operations were identified and taxable amounts to apply to each respective tax rate were estimated. Although other taxes may also be positively impacted by operations of the BCC, this analysis estimated the revenues generated from admissions and amusement tax, hotel tax, parking tax and local personal income at the City level as well as sales and use tax, motor vehicle rental tax and income tax at the State level.

In general terms, all State tax proceeds are collected in the State's General Fund and then allocated to various program areas such as education, transportation, public safety and others. As such, individual revenue sources, such as the sales and use tax, are not designated to fund specific programs. As a result of this process, municipalities and counties may benefit from various State and locally administered programs. For the purposes of this analysis, only collections have been quantified, without regard as to how these funds are ultimately spent through the individual State departments/funds.

City of Baltimore Taxes

Admissions and Amusement Tax - The admissions and amusement tax is a local tax collected by the Comptroller's Office for Maryland's counties and Baltimore City, incorporated cities and towns and MSA. The tax is imposed on the gross receipts from admissions, the use or rental of recreational or sports equipment and the sale of merchandise, refreshments or services at a nightclub or similar place where entertainment is provided. Admissions and amusement tax rates are set by local officials and vary by locality and by activity with a few exceptions and special situations. The City of Baltimore applies a 5% tax on movies on the historic register and single-screen movie theatres and a 10% tax on the admission or amusement cost for all other activities such as movies, athletic events, concerts and golf. If the gross receipts from the activity are also subject to the sales and use tax, the admissions and amusement tax is limited to 5%.

Hotel Room Tax – The City of Baltimore levies a hotel/motel tax of 9.5% on all gross amounts of money paid to the owners or operators of hotels in the City by transient guests or tenants for renting, using or occupying a room or rooms in those hotels for sleeping accommodations. The hotel/motel tax does not include State sales tax. In addition to the 9.5% tax, hotel rooms within the Tourism Improvement District are subject to a 2% surcharge which became effective in December 2019. The surcharge is used to fund marketing campaigns aimed at attracting overnight stays in Baltimore. Because these funds go directly to Visit Baltimore, they are not included in this analysis. As such, only the 9.5% hotel/motel tax rate is applied to estimated direct hotel spending in the City.

General Methodology (cont'd)

Local Personal Income Tax – The City of Baltimore imposes a local personal income tax of 3.2% which is calculated as a percentage of taxable income. For purposes of this analysis and based on information obtained online from the Comptroller of Maryland's office, an effective tax rate was calculated and applied to a portion of City-level earnings. Because local income tax is based on where a person lives, not where they work, only a portion of the personal income taxes generated by BCC operations occurs in the City of Baltimore.

Parking Tax – The parking tax is a local tax collected by the State Comptroller's Office for local municipalities based on the gross amount paid for occupying a parking space. The parking tax rate is currently 20% in the City of Baltimore.

State of Maryland Taxes

Corporate Income Tax – A corporate income tax of 8.25% of corporate federal taxable income adjusted by State modifications is also levied by the State of Maryland on corporations. For purposes of this analysis and based on information obtained online from the Comptroller of Maryland, an effective tax rate was calculated and applied to a portion of the estimated total output at the State level.

Motor Vehicle Rental Tax – The State imposes an 11.5% tax on short-term passenger car and recreational vehicle rentals. This tax was applied to a portion of estimated direct transportation at the State level.

Personal Income Tax – The State of Maryland imposes a personal income tax assessed against personal income earned in the State. The State income tax is a graduated rate ranging from 2.0% to 5.75% of taxable income. Nonresidents are subject to a special nonresident tax rate of 2.25% in addition to the State income tax rate. For purposes of this analysis and based on information obtained online from the Comptroller of Maryland's office, an effective tax rate was calculated and applied to a portion of total labor income at the State level.

Sales and Use Tax – The State of Maryland collects 6% sales and use tax from sales and leases of tangible personal property and services throughout the State and a 9% tax on alcoholic beverages. For purposes of this analysis, the 6% tax rate is applied to estimated taxable spending at the State level generated by BCC operations under different scenarios which represents a conservative estimate relative to the sale of alcoholic beverages.



8. Appendix



Summary of Customer Insights (2020)

In 2020, Crossroads Consulting was engaged to develop and implement an independent initiative to elicit candid and unbiased feedback from existing and potential BCC customers. Participants were selected based on a list of existing and targeted customers provided by Visit Baltimore. In addition, Visit Baltimore's Customer Advisory Board members were asked to provide feedback.

Under ideal circumstances, in-person focus group meetings would have been conducted; however, due to the COVID-19 pandemic, this approach was not feasible. As such, the following two-pronged process was utilized to maximize feedback.

- Distributed a customized online survey to allow customers to identify and prioritize the most important attributes in selecting a convention center and convention destination as well as cite any industry trends that feel are important relative to attracting and hosting their event.
- Conducted a one-on-one video conference with customers which consisted of a focused, in-depth discussion of specific convention center and destination attributes that are important to their selection criteria as well as best practices that they have experienced at other venues and destinations. We also asked about important industry trends that impact their decision-making process. In addition, for individuals who were familiar with the BCC and Baltimore, we discussed any specific improvements they thought would increase the overall marketability of the facility and/or the destination.

Customers had the opportunity to complete the online survey and/or participate in a one-on-one video call; many participated in both. A total of 25 completed online surveys were received and 13 one-on-one video conferences were held between mid-June 2020 and mid-August 2020.

The following summarizes conclusions from the outreach conducted in 2020.

- Overall, Baltimore and the BCC are considered attractive for conventions, meetings and other events. Several event planners had held events in Baltimore and several others will continue to look at the City for future events. Meeting planners commented that Baltimore was consistently 20% to 25% less expensive than competitive east coast cities such as Boston, Washington D.C. and Philadelphia and that they would more readily consider Baltimore if the BCC is modernized to meet their needs. As such, maintaining a competitive overall rate package will be important.
- Much of the feedback related to convention center priorities focused on building program, relationships among different spaces, flexibility of spaces, increasing technology needs (both pre- and post-COVID-19) and providing an authentic experience to attendees that is reflective of the destination.
- There is a definite need to update the existing program and amenities to align with modern standards found in newly renovated or expanded peer facilities. Overall aesthetics are noticeably outdated.

Summary of Customer Insights (2020)

- Attendees need to recognize the relationship and connectivity between exhibit, ballroom and meeting spaces throughout the facility via clear wayfinding.
- Specific feedback related to building program suggested that an additional ballroom or flexible space that can be used for multiple types of events would be important in any modernization. Ideally this space would be located close to the central core of the facility and be easy to navigate to mitigate concerns about non-contiguous space.
- Flexibility in all spaces is essential. There is a consensus that flexible, adaptive, open spaces need to be incorporated throughout the facility including lobbies, pre-function areas, exhibit halls, ballrooms and common spaces that better support how attendees interact, learn, and communicate in both structured settings as well as in organic, informal gatherings. Further, planners familiar with the BCC commented that more inviting pre-function space needs to be located outside of the exhibit halls.
- Outdoor meeting spaces are likely to become more desirable in the short-term to assist with social distancing guidelines.
- Offering robust technology was deemed a crucial element to be addressed in a BCC modernization. Meeting planners require affordable and reliable high-speed Wi-Fi with the bandwidth necessary to serve current and anticipated future demands, especially with the likely increase in hybrid meetings. The ability to seamlessly support second screen technologies, increased video streaming for virtual attendees and increased reliance on apps was universal.
- Digital signage, both inside and outside of the building, for wayfinding and commercial sponsorship is important to address throughout a renovated venue. In addition, a meeting space or “studio” space in a centralized location of the venue that provides a sound-proof room with state-of-the-art lighting, streaming capabilities for interactive meetings, second screen viewing, live video and audio recording and other uses would be beneficial for current needs and in a post-pandemic environment.
- Consistent with emerging industry trends which places increasing importance on proactive customer service, many meeting planners identified the need to continue to further develop and improve relationships with the BCC and Visit Baltimore’s respective sales and services teams as it directly impacts their preparation and readiness when hosting their meetings.
- While engaging customers throughout this process, we also wanted to gain an understanding of important attributes of a destination. Although MSA’s focus is on modernization of the BCC, insights regarding the destination provide useful information regarding the desired holistic package by meeting planners.
- Meeting planners consistently mentioned the desire for a safe, attractive, walkable, and vibrant area around the convention center that provides a sense of place and allows attendees to be immersed in the local culture. Several meeting planners indicated that a re-activation of the Inner Harbor area would be advantageous.
- There was general satisfaction with the diversity of the hotel package in terms of the number of branded hotels with multiple price points. An additional convention quality hotel proximate to the BCC would further enhance Baltimore’s meeting planner package.

9. Limiting Conditions and Assumptions



Limiting Conditions and Assumptions

This analysis is subject to our contractual terms as well as the following limiting conditions and assumptions:

- This analysis has been prepared for the Maryland Stadium Authority and the City of Baltimore (Client) for their internal decision-making purposes associated with potential redevelopment options for the Baltimore Convention Center and should not be used for any other purposes without the prior written consent of Crossroads Consulting Services, LLC.
- This report should only be used for its intended purpose by the entities to whom it is addressed. Reproduction or publication by other parties is strictly prohibited.
- The findings and assumptions contained in the report reflect analysis of primary and secondary sources. We have utilized sources that are deemed to be accurate but cannot guarantee their accuracy. No information provided to us by others was audited or verified and was assumed to be correct.
- Although the analysis includes findings and recommendations, all decisions relating to the implementation of such findings and recommendations shall be the Client's responsibility.
- Estimates and analysis used in this report are based on trends and assumptions and, therefore, there will usually be differences between the projected and actual results because events and circumstances frequently do not occur as expected, and those differences may be material.
- Although this analysis utilizes various mathematical calculations, the final estimates are subjective and may be influenced by our experience and other factors not explicitly stated.
- We have no obligation, unless subsequently engaged, to update this report or revise this analysis as presented due to events or circumstances occurring after the date of this report.
- The quality of ownership and management of the Baltimore Convention Center can have a direct impact on economic performance. This analysis assumes responsible and competent ownership and management. Any departure from this assumption may have a significant impact on the findings outlined in this report.
- Multiple external factors influence current and anticipated market conditions. Although we have not knowingly withheld any pertinent facts, we do not guarantee that we have knowledge of all factors which might influence future operations of the Baltimore Convention Center. Due to quick changes in the external factors, actual results may vary significantly from estimates presented in this report.
- The analysis performed was limited in nature and, as such, Crossroads Consulting Services, LLC does not express an opinion or any other form of assurance on the information presented in this report.
- The analysis is intended to be read and used in its entirety. Separation of any portion from the main body of the report is prohibited and negates the analysis.
- In accordance with the terms of our engagement letter, the accompanying report is restricted to internal use by the Client and may not be relied upon by any party for any purpose including any matter pertaining to financing.