



Fort Point Neighborhood Association Strategic Plan Update

September 29, 2026

**MASSACHUSETTS
CONVENTION CENTER
AUTHORITY**

Strategic Plan: Where We Are Today

MCCA IS AT A PIVOTAL POINT, FACING CAPITAL DECISIONS THAT WILL SHAPE ITS FUTURE

Accomplishments to Date

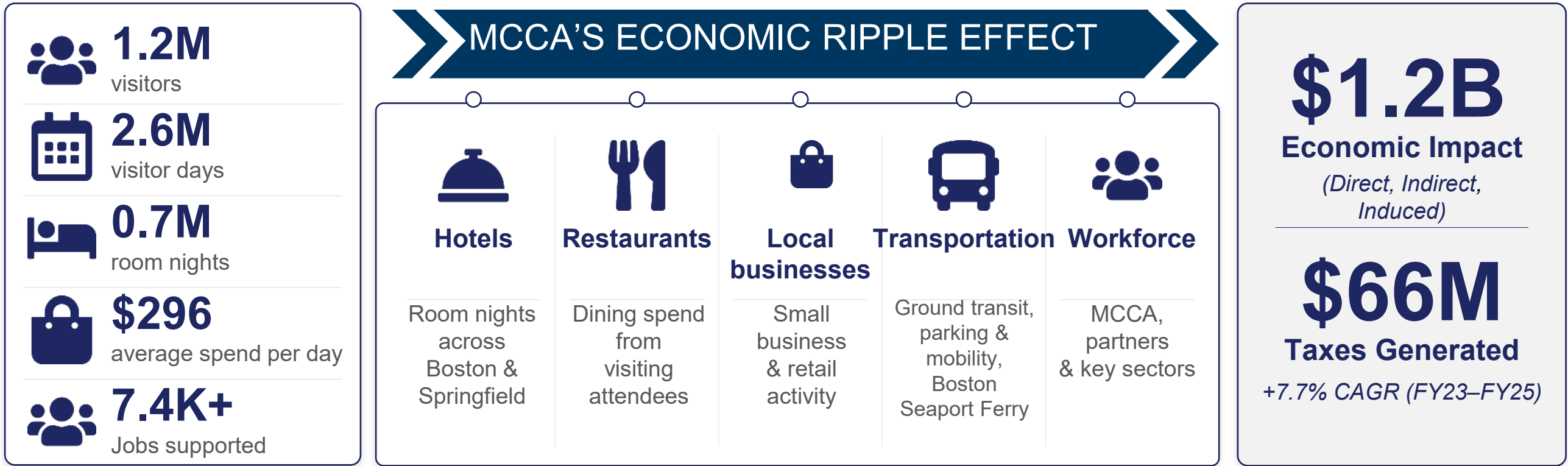
- **Industry Feedback and Competitive Positioning** – Assessed MCCA against peers & competitors (25+) across 9 categories for key strengths and areas of improvement
- **Facility Assessment** – Evaluated the current state of each MCCA asset to understand strengths and needs of the portfolio
- **Customer and Stakeholder Feedback** – 20+ interviews to understand customer and stakeholder needs, pain points, and opportunities to inform MCCA's investment decisions
- **Financial & Economic Impact Analysis** – Analyzed MCCA's current financial position and impacts to neighborhoods and the Commonwealth
- **Prior Expansion Discussions** – Reviewed prior expansion efforts discussions to build on prior and existing efforts and engagement

MCCA's Status: Current and Upcoming

- 
- **Stakeholder Engagement** – Solicit feedback on future needs and goals for facilities
 - **Finalize Strategic Plan** – Compile Committee and stakeholder feedback. Integrate into final findings
 - **Master Plan** – Transition to multi-year planning and design analyses based on strategic goals

MCCA's Economic Impact

MCCA hosts events across its venues year-round, creating activity that ripples through hotels, restaurants, local businesses, transportation, and the workforce



MCEC's Impact

The Thomas M. Menino Convention & Exhibition Center is the largest convention venue in New England.

KEY INSIGHTS



159/yr¹
Avg. # of
Events

\$539M²
Def.
Maint.

40K sf³
Ballroom
NSF

63%¹
Active Exhibit
Hall Days

1.2M²
Attendees
per year

3,420²
Hotel Rooms
(15-min)

1. Momentus Event Data from 2021-2025
2. Pinnacle Report Chapter 2 – Thomas M. Menino Convention & Exhibition Center
3. NSF is based on as-built drawing measurements, triangulated
4. against specification sheets Facilities Assessment Peer Analysis
5. Cvent – Top 50 Meeting Destinations in North America
6. Pinnacle Report Chapter 1 – Executive Summary

OPERATIONAL IMPACT AND COMPETITIVE POSITION

- **Anchors the MCCA portfolio as the flagship venue**, driving the majority of the 1.2M annual attendees, \$922M in economic impact, and 7,900 supported jobs statewide.⁶
- **Room to grow visibility and utilization** — ranked #18 nationally, absent from major trade-show rankings, and underused meeting rooms and Lawn on D⁵
- **Financial performance** extends beyond operating results to include the CCF, which creates sustainable funding for capital expenses and limited operational support.

COMMUNITY IMPACT

Contributes ~40+ tons of goods to local non-profits annually through C.A.R.E (e.g., recovery centers in Boston)²

Direct financial support through variety of streams

Operates as emergency response venue (COVID-19 vaccine center, disaster relief shelter etc.)

Shapes placemaking and design across its portfolio, from Lawn on D to public art installations

In-kind support including hosting community events

The Case for Change: Key Trends Shaping MCCA's Future

1 PROVEN ECONOMIC ENGINE

\$1.23B

Economic impact driven in 2025
Strong and stable revenues

▲ +7.7% CAGR (FY23–FY25)

2 COMPETITORS ARE INVESTING

Peer venues are not staying still

Los Angeles \$2.6B
modernization

Dallas ~\$3.8B full rebuild

Las Vegas \$600M renovation

Houston ~\$2B new district

⚠️ A risk to long-term competitiveness

3 EVOLVING CUSTOMER EXPECTATIONS

Modern events require:

- Configurable meeting and breakout spaces
 - Flexible layouts for plenary and networking
 - Seamless AV, Wi-Fi, and tech capabilities
 - Premium hospitality and
- Flexibility is becoming a competitive requirement**

Sources: 1 Pinnacle Report, 2025 · 2 Public reporting on venue capital projects (LA, Dallas, Las Vegas, Houston), 2025–2026
· 3 St. 1997, c. 152, §§9–10, as amended by St. 2001, c. 45 (Mass. General Court); Office of the Comptroller of the Commonwealth, Statewide Revenue Collections data (aggregated by revenue stream)

How we move forward

MCCA TODAY

Facilities Manager

Isolated assets, managed separately

Narrow Economic Model

Focused on spending and hotel nights

Traditional Capabilities

Sales and marketing rents facilities

Incremental Change

Maintaining the status quo



OUR GOAL

Placemaker & Curator

A connected economic anchor for events, entertainment, and community

Broad & Sustainable Model

Operating revenue and tourism taxes driving sectors, jobs, and community

Ecosystem Connector

Supporting homegrown events and the Commonwealth's priority industries

Deliberate, Sustained Action

New ways to attract and grow events across the portfolio

Achieving this ambition requires targeted investment — incremental change alone will not be enough.

What Comes Next

COMPLETED October 2025 – Summer 2026

✓ **Competitive Benchmarking**

25+ peer venues across 9 categories

✓ **Facility Assessment**

Condition and needs of every MCCA asset

✓ **Customer & Stakeholder Input**

20+ interviews on needs and pain points

✓ **Financial & Economic Analysis**

Current position and impact on the Commonwealth

✓ **Prior Planning Review**

Building on earlier efforts, not repeating them

WE ARE HERE Sept – Nov 2026

Stakeholder Engagement

Your input — alongside community meetings, employee engagement, and government outreach — shapes what the Plan recommends.

AHEAD December 2026 and beyond

DEC 2026
Synthesis & Recommendations

Findings shaped into the Strategic Plan

2027+
Ongoing public engagement

Questions?

MCCA welcomes your thoughts and feedback.



For additional information contact:

Celina Barrios-Millner
cbarriosmillner@massconvention.com