



2015

ANNUAL REPORT

**WASHINGTON STATE
CONVENTION CENTER
PUBLIC FACILITIES DISTRICT**

January 1 – December 31, 2015

TABLE OF CONTENTS



Photo by Alan Alabastro

A Message from Washington Governor Jay Inslee.....	3
A Message from King County Executive Dow Constantine	4
A Message from Seattle Mayor Ed Murray	5
The State of the Convention Center	6-7
Operations at a Glance	8
Delivering on the Mission.....	9
Events as Economic Generators.....	10
Economic Impact.....	11
Operations: A Fine Year.....	12
Operations: Focus on Technology.....	13
Neighborhood Benefits.....	14-15
Sustainable Leadership: Building Impact.....	16
Sustainable Leadership: Harvest Art.....	17
Proposed Additional Facility.....	18-19
Board of Directors and Executive Staff.....	20



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A MESSAGE FROM WASHINGTON GOVERNOR JAY INSLEE



Washington State is a great place to do business, and creating a thriving economic climate that spurs job growth in every industry is my top priority. Washington ranks in the top five states for job growth, and we have the fastest GDP growth in the nation. Since 2013, Washington has gained a quarter of a million new jobs, and for the first time in eight years, unemployment percentages are now in the single digits in every county. We need to sustain economic growth and seek out new opportunities to support existing job sectors and cultivate new ones.

Tourism, the state's fourth-largest industry, offers enormous benefits for our economy, providing income generation for the state and opportunities for visitors to consider developing new business here. As the headquarters for major corporations that have virtually reinvented aviation, retailing, software, real estate, information technology and travel, we are serious about our role in supporting innovation and building a brighter future for our region.

The Washington State Convention Center continues to be an extremely popular and successful venue. When it first opened in 1988, few could have imagined how much it would contribute to the economic vitality of our state.

The facility's location on Pike Street leading to the historic Pike Place Market draws hundreds of thousands of attendees to events each year. The hard work undertaken by the Convention Center's board along with City of Seattle and King County representatives to plan for a future second facility will generate increased jobs and revenues for the numerous businesses that serve convention delegates. This growing prosperity, together with a rising number of visitors to the Pacific Northwest, strengthens the local, regional and state economies and benefits us all.

I congratulate the board of directors and staff of the Washington State Convention Center Public Facilities District for a job well done. Please accept my best wishes for continued success in the decades to come.

Very truly yours,

A handwritten signature in black ink, appearing to read "Jay Inslee". The signature is fluid and cursive, with a prominent initial "J".

Jay Inslee
Governor of Washington

A MESSAGE FROM KING COUNTY EXECUTIVE DOW CONSTANTINE



King County is one of America's fastest-growing regions, and we are forging partnerships to enhance the vitality and prosperity of our region's economy. We are proud to be at the forefront of national movements to address climate change, support emerging technologies, build high-capacity transit, and champion equity and social justice.

Tourism and the convention business are a major part of our ever-growing regional economy. People have visited Seattle in record numbers over the past three years, leading to increases in visitor expenditures, tax contributions, and jobs. Travel-related employment now accounts for about 1 of 17 total King County jobs.

King County has worked hard this year to reach an agreement on the sale of Metro's Convention Place Station with Convention Center representatives. We are closer to beginning construction on a much-needed

addition to the facility. The project will support 6,000 construction jobs. When completed, the new addition will also generate 3,900 more jobs at the WSCC facility and in nearby hospitality-related businesses.

This increased demand for Seattle's hotels, restaurants, stores, and entertainment venues, both downtown and in surrounding neighborhoods, will add vitality to our community. Our perseverance this year in planning for a second convention facility will lead to an exciting future for King County and the region.

Sincerely,

A handwritten signature in black ink that reads "Dow Constantine". The signature is fluid and cursive, with a prominent "D" and "C".

Dow Constantine
King County Executive

A MESSAGE FROM SEATTLE MAYOR ED MURRAY



Seattle is a city of rich diversity and one that shares a common vision. We want our city to be vibrant, with clean and healthy communities, active livable neighborhoods, and a thriving economy that grows from the middle outward. We want an interconnected city where people and goods can move from place to place safely and sustainably.

Seattle works best when we work together, and this has been a tremendous year of collaboration, growth, and accomplishment. The Washington State Convention Center continues to be a good civic partner. The Jim Ellis Freeway Park is a wonderful in-city amenity enjoyed by residents and visitors alike, bordering the Convention Center's plaza with its public concourse to Pike Street and the downtown corridor. The valuable stewardship of the Convention Center helps guide the maintenance of the facilities and the connection to our neighborhoods for the enjoyment of everyone.

It is no secret that a mutually beneficial relationship exists between the Convention Center and its host community. With the addition of their second facility, the Convention Center will accommodate more and larger meetings and trade shows. Attendees of those events will patronize downtown stores, hotels, and restaurants – contributing to the city's growth and prosperity.

Thank you to the board of directors and staff of the Washington State Convention Center for helping to make Seattle the active, livable city it is today.

Sincerely,

A handwritten signature in black ink, appearing to read "Ed Murray". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Edward B. Murray
Mayor, City of Seattle

THE STATE OF THE CONVENTION CENTER



Frank K. Finneran
Chairman, Board of Directors



Jeffrey A. Blosser
President and Chief Executive Officer

In 2015, the business pace was strong, steady and profitable for the Washington State Convention Center! The positive year-end financials and achieved operating goals mark the close of five years of operations as a Public Facilities District producing consistently solid results. The uptick in hotel room nights is always welcome, with record hotel occupancy of 83 percent.

The board and staff can be commended for their extraordinary leadership and performance for an organization that is solely responsible for its own operations, management, debt service, capital improvements and profitability. Lastly, the State Auditor examination produced the 27th consecutive audit with no findings for 2015.

The board of directors has established a strong foundation that has positioned us well to create building blocks for a brighter future. We work tirelessly to realize our mission – to deliver exceptional customer service with economic and civic benefits to our community – and we have succeeded on all fronts. Governor Jay Inslee, King County Executive Dow Constantine and Mayor Ed Murray earnestly support our mission, and have appointed exemplary individuals to our nine-member board. This year Rick Bender retired from the board after 20 years of active leadership in the operation and plans for expansion of the Center. Rick brought to the board sound judgment gained from his experience as a union leader and legislator, and we wish him well in his next venture.

Seattle's global standing as an innovative and vibrant city escalates its attraction as the ideal location for business to take place. Overseas travelers represent a significant growth opportunity for Washington as they tend to

stay longer and spend more than domestic visitors. Seattle's destination marketing organization, Visit Seattle, is focused on promoting the city and region as a premier destination. In 2015, sales efforts with Visit Seattle contracted nearly \$453 million in future bookings for the existing facility. The partnership with our sales teams and area hotels to secure future business is vital to the economic stability of the hospitality industry, the city, and the region. Throughout 2016 and beyond, marketing the WSCC remains a critical focus as we set new strategies and workflows with Visit Seattle and simultaneously prepare sales strategies and visual branding for the new sister facility. Our sales and marketing teams are hard at work!

In the hospitality business, people make all the difference. We are in the business of providing the best possible service to our guests because our guests are the central focus of everything we do. Since opening our doors in 1988, service expectations of our customers have changed and will continue to evolve. Our exemplary workforce continues to foresee trends and update our services to exceed client expectations. The customer service reports are uniformly excellent and our "Service Vision" and "Service Standards" are embodied in the teamwork observed daily in our line staff. The WSCC staff ensures an environment of civility and safety for everyone entering the facility and works to keep the landscaped grounds graffiti-free so our visitors may enjoy a stroll in a pleasant, welcoming environment. Our custodial staff truly goes the extra mile to keep our surroundings clean and in first class condition. The dock freight and truck services run smoothly and according to plan, with experienced transportation staff at the helm assisting show exhibitors and decorators.

THE STATE OF THE CONVENTION CENTER

In preparation for an additional facility, we have made it our aspiration to operate both facilities with equal quality and service and it is vital the existing facility remains competitively maintained. The board of directors wisely established a funding mechanism of \$4 million per year to pay for annual maintenance projects and renovations and to fund the facility's future capital needs. Current strategies to update the first-level retail spaces are on the drawing board and Pike Street sidewalk and lighting renovations are already underway to improve the pedestrian and attendee experience. In addition, we've made insightful technology investments and undergone network upgrades within the last year, keeping the facility at the forefront of necessary technology for our clients and attendees.

New leadership in our food and beverage business team provides a fresh management mix to continue our commitment to serving fresh quality products from Washington and the Pacific Northwest. Each year our culinary team serves over 400,000 guests. This provides a tremendous opportunity to support local farmers and growers, starting right here in our own kitchen.

Our Public Art Program, free and open to all visitors every day, connects us with our neighbors and the surrounding community. This year's *HARVEST: The Bounty of Washington*, a juried exhibition of fine art photography, has now traveled to the Spokane Convention Center and to the Three Rivers Convention Center in Kennewick for public enjoyment across Washington. This exhibition celebrates the variety of food harvested in our state, and the diverse people and communities who make it exceptional.

Our board's most significant focus in 2015 was the continued efforts toward making the additional WSCC facility a reality. The board has worked diligently through our developer, Pine Street Group, LLC, to complete the schematic designs, create an effective outreach campaign, and work through the environmental impact study process while matching all of these efforts with our budget. LMN Architects has created a superior urban design for the new center and continues to take customer input to finalize a building that will be very user friendly and fit into the urban framework of downtown Seattle. The board appreciates the impressive collaboration between a number of public agencies and the support from our neighbors and business community.

This annual report is largely devoted to sharing the highlights of the Convention Center's civic and economic impact on the city, county and state. Looking ahead, 2016 is focused on serving our customers each day and on design planning for the future of our second facility.

Sincerely,



Frank K. Finneran
Chairman, Board of Directors



Jeffrey A. Blosser
President and Chief Executive Officer

OPERATIONS AT A GLANCE

	2015	2014	2013
Financial Performance			
Revenues	\$ 44,904,405	\$ 44,946,054	\$ 37,457,569
Expenses	\$ 42,662,053	\$ 41,931,166	\$ 37,269,922
Operating Income	\$ 2,242,352	\$ 3,014,888	\$ 187,647
Number of Events			
National / International	50	44	38
Local / Regional	290	314	318
Event Attendance*			
National / International	164,197	126,029	136,534
Local / Regional	246,970	305,523	274,381
Economic Benefits			
Total Room Nights	329,820	306,583	341,809
Attendee Spending**	\$ 375,585,442	\$ 309,672,188	\$ 313,006,926
Sales Tax Generated**	\$ 28,378,119	\$ 23,449,681	\$ 21,669,686

* As a means of reflecting its changing demographics over the past few years, a major event was recategorized from "Regional" to "National". Because of this change, the Attendee Spending and Sales Tax Generated estimates for 2015 are relatively higher than in previous years.

** These estimates relate to out-of-state attendance only.

National / International Attendees: Visitors from across the country and around the world, generally attending a convention or conference.

Local / Regional Attendees: Visitors from the greater Seattle area and from the Pacific Northwest region, generally attending a conference, consumer show, banquet or meeting.

Unlike many convention centers across the country, the WSCC receives **no subsidy** from general taxpayers.

With almost 13,000 hotel rooms, downtown Seattle continues to be a very popular place to stay – the **occupancy rate** for 2015 was a record-setting **83 percent**.

“Through the professional actions of our staff, we will provide our guests with a distinctive level of service excellence while maintaining a fiscally responsible, self-sustaining operation that contributes economic and other benefits for the people of Seattle, King County and the state of Washington.”

Self-sustaining operations ensure that clients enjoy an efficiently run, well-maintained facility.

Efficient freight truck operations by the WSCC Transportation staff have served exhibitors for over 25 years.



Photo courtesy of the WSCC

Delivering extraordinary service to secure future and repeat national business for Seattle through the quality experience delivered by WSCC staff, service contractors, hotels, Visit Seattle, labor and destination service partners.

In 2015, over half the national events held at the WSCC were returning clients and 21 percent of all national clients served have confirmed future bookings.

Maximizing positive economic impact, creating region-wide jobs, and expanding business opportunities for the benefit of business stakeholders and our community.

The WSCC directly provides local employment, with 80 percent of its workforce residing in King County.

Being a good neighbor by donating unused convention items and other necessities that will benefit our community.

WSCC employees collected hundreds of toothbrushes and toothpaste tubes at the annual Employee Barbecue in July, which were donated to Mary's Place, located in the Denny Triangle neighborhood. The WSCC also regularly donates backpacks, bags and other surplus event items.



Photo courtesy of the WSCC

EVENTS AS ECONOMIC GENERATORS

One of the primary purposes of the WSCC is to attract high-value visitors who initiate a cycle of spending and economic activity. Each convention and conference supports the area's economy when attendees stay in hotels, dine in restaurants, shop, visit attractions, or ride Link light rail to Sea-Tac Airport. Highlighted below are just a few of the many WSCC events in 2015 that generated economic benefits.

REED EXPOSITIONS "PAX Prime 2015"

PAX Prime is the largest video game convention in North America, contributing more than \$35 million in economic impact to Seattle. PAX Prime has grown from 12,000 total attendees for a two-day show in 2007 to over 100,000 attendees over four days, utilizing multiple off-site locations for meeting components.

AMERICAN SOCIETY FOR MICROBIOLOGY "Annual Biomedical Research Conference for Minority Students"

The ABRCMS conference, with over 4,000 attendees, is designed to encourage underrepresented minority students to pursue advanced training in science, technology, engineering and mathematics, and to provide faculty mentors and advisors with resources for facilitating student success.

LIFE SCIENCE WASHINGTON "Life Science Innovation Northwest"

This annual, regional event is dedicated to bringing world-class innovators in the biological sciences to Seattle, home to leading advancements in the whole realm of the life sciences. Included in the 700 attendees at the 2015 event were public and private investors, and industry executives focused on business development and partnering opportunities in biotechnology, research, digital health and veterinary medicine.



PAX Prime 2015

WSCC CEO Jeff Blosser (center) with PAX President Robert Khoo (left) and ReedPOP Vice President, Michael Kiskan (right).

Photo courtesy of the WSCC

Events at the WSCC provide a significant economic impact to our region, the result of spending by attendees, event producers, and exhibitors.

SPENDING BY OUT-OF-STATE ATTENDEES, 2015 WSCC EVENTS
- estimated, in millions

 Lodging	\$ 162.0
 Food & Beverage	\$ 88.6
 Entertainment (including tours, recreation, sporting events)	\$ 7.4
 Transportation	\$ 26.8
 General Retail	\$ 24.6
 Meeting Services (including equipment, advertising, technology)	\$ 66.0
 Total Spending	\$ 375.5*

* Column does not total due to rounding.

Since our opening in 1988, people from outside Washington have spent over **\$5.4 billion** locally as part of WSCC events. In 2015, this estimated spending added an average of **\$1,029,001 per day** to Washington's economy, and directly generated some **4,386 jobs****.

** This estimate represents full-time-equivalent employment.

SALES TAX RECEIPTS - estimated, in millions

Sales taxes generated from the spending by WSCC event-goers from outside Washington added up to over **\$28.4 million**. (This number does not include lodging tax receipts, collected on hotel/motel room charges to defray the cost of building the Convention Center and marketing Seattle and King County as a convention destination.)

Washington State	+	King County	+	City of Seattle	+	Metro Transit	+	Sound Transit	=	Total
\$20.4		\$0.9		\$2.9		\$1.4		\$2.8		\$28.4

OPERATIONS: A FINE YEAR

2015 was an exceptional year of teamwork by the WSCC staff and service partners. To maximize building occupancy around national conventions with an infill of regional corporate and local events, the teams scheduled strategy sessions to sequence the careful ingress and egress of events, ensuring safe and efficient layering of setup and tear down. Total operating revenues came in at an impressive \$44,904,405 this year.

SALES

Meetings and conventions are consistently booking long-term, from about two to five years in advance. The WSCC and Visit Seattle sales teams work collaboratively to secure the national business, and then infill at 14 months with regional and local business—maximizing the opportunity to sell all available spaces. 2015 was a busy year featuring a broad mix of events.

EVENT SERVICES

The Event Managers are the liaisons who work with meeting planners to carefully coordinate each event. The Setup staff fine-tune each detail for clients, working in tandem with food service, custodial teams and service contractors to create memorable, successful events for the meeting planner, attendees and exhibitors. The launch of online Exhibitor Services lets each exhibitor conveniently order all needed items together in one order.

FOOD SERVICES

The culinary team delivered extraordinary services to our clients; their careful operational management provided another year of solid financial results, achieving a strong return to the WSCC. New menus have received rave reviews from our clients.

PARKING

Parking operations continue to support community and event needs, while upgraded technology has streamlined the parking experience for all guests. Onsite parking for guests and event attendees is a valuable benefit as neighborhood surface lots continue to decrease in number.

CAPITAL PROJECTS

The WSCC offices moved from Level 5 to Level 2 and staff members are thrilled to be working in modern open spaces with natural daylight. Some clients are using the old office spaces as support areas for events. Many projects were completed throughout the year, with careful planning around event needs, including upgraded security camera and access door control systems, building signage upgrades, coordination of roof and exterior repairs and maintenance of heavily used elevators and escalators.

Wise technology investments in 2015 included an entire network upgrade provided by our telecommunications contractor, SmartCity, as well as software upgrades, keeping the facility at the forefront of essential technology for our clients and attendees.

Network upgrade improvements resulted in the implementation of dual 10 gig redundant circuits to the Internet, supporting 60 state of the art Cisco switches, connected by three miles of single mode fiber within the facility. Included in the upgrade was the installation of 180 Xirrus wireless access points providing the capacity to support 40,000 concurrent devices at speeds of up to 450 Mbps per device.

In addition, staffing software from Celayix, parking software upgrades and adoption of the newest version of our event management software from Ungerboeck Systems International have all improved our efficiency by utilizing the advantages of the web.



Photo courtesy of the WSCC

The Exhibitor Services department launched successfully and is operating impressively with new mobile features that allow exhibitors to complete applications, manage documents, submit orders and make payments online for all events and at a central location when on site. This pioneering process in our industry is made possible by recent technology improvements.

NEIGHBORHOOD BENEFITS

Eighty percent of the WSCC employees reside in King County—and nearly half have been honored for ten or more years of service. The result is a dedicated staff with a vested interest in our community who practice good neighborliness and act as stewards of the community. At the WSCC, we strive to contribute to business vitality, maintain attractive curb appeal and espouse positive corporate citizenship; this is what makes us a good neighbor.

OUR PEOPLE MAKE ALL THE DIFFERENCE

Many of our neighbors from Horizon House retirement community take a daily stroll across Jim Ellis Freeway Park into the Convention Center and our staff is there to greet them by name. We appreciate our neighbors and are fortunate to span three different neighborhoods: First Hill, the Retail Core and Denny Triangle. Our highly skilled, diverse workforce is committed to delivering quality service to members of the public, our event guests and a growing mix of global business travelers.

CREATING CURB APPEAL

The Convention Center's grounds are thoughtfully designed and preserved for pedestrians to enjoy, providing numerous civic benefits to the surrounding community. The 1.9 acres of public plaza, walkways and gardens create a picturesque connection with the First Hill neighborhood. We are proud to have successfully realized our 24-hour no-graffiti policy, which we have maintained for decades. And each day, our team of painters, landscapers, electricians, engineers, custodians and security officers keep the facility and the campus attractive, creating a uniquely verdant oasis in the heart of downtown Seattle.

SUPPORTING OUR NEIGHBORHOOD PARK

The Convention Center is a long-standing member of the Jim Ellis Freeway Park Association, a nonprofit neighborhood group founded in 1993 that works to mobilize resources and community engagement to promote widespread enjoyment of downtown Seattle's largest park. With financial support from the WSCC and several other institutional and commercial members of the Association, the park was enhanced in 2015 with a winter tree lighting program.



Photo courtesy of the WSCC



Photo courtesy of the WSCC



Photo by Alan Alabaastro

HONORING TRADITION

Seattle is experiencing a renaissance – and as our city welcomes new events and activities, we continue to treasure our honored annual traditions, such as the “My Macy’s Holiday Parade”. Seattle is one of only two remaining cities fortunate enough to host this well-loved tradition. Parade goers of all ages delight as inflatable floats, marching bands, celebrities, cheerleaders, and costumed characters march through our downtown streets.

And where does the parade start? The magic begins right here at the Convention Center! Inside our exhibit halls, floats come to life and school buses and students gather to brave the elements as they prepare for the show to begin.

Encouraging holiday shoppers, residents and guests to visit downtown during our Northwest winter-weather season is a must, and we are delighted to be a part of such a vital institution serving our neighbors, community and retail businesses for more than 25 years!

PARADE PREP STARTS HERE! >>>

“We are proud to partner with the Convention Center to bring the My Macy’s Holiday Parade in Seattle to life. The support we get from the WSCC to set up and prepare for the annual event allows us to continue a treasured community tradition.”

Denise Hinton
 Manager, Event Operations
 Macy’s Parade & Entertainment Group



Photo by Alan Alabastro

ON THE WAY TO STEPOFF!



Photo by Alan Alabastro

SCHOOLS AND BANDS GET READY TO GO



Photo by Alan Alabastro

ROLLING OUT THE FLOATS



Photo by Alan Alabastro

LIGHTING ENHANCEMENTS: SAVING MORE THAN 800,000 KILOWATT HOURS IN 2015









In 2014 and 2015, the Convention Center staff, with the assistance of Seattle City Light and several local suppliers, implemented a series of energy-efficient upgrades that have already shown their value through one cycle of the event calendar.

Included in these upgrades were several lighting retrofits throughout event spaces and public areas of the building. The Convention Center parking garage lights have been upgraded to LED fixtures with motion sensors that dim the lights when the garage is not occupied. In addition to the savings from LED technology, the change has allowed the building to increase the color rendering index of the lights, creating a brighter garage. Inside the building, 16 restrooms were updated and converted to all LED lighting, while meeting rooms and art spotlights were also converted to LED lamps. Building signage has been upgraded and is now incorporating low-wattage LED accent lights to increase wayfinding visibility.

A separate project completed the conversion of the entire south side of the building to a new programmable lighting control system that will let staff more accurately schedule the lighting system as well as be able to set specific lighting configurations for clients.

These upgrades and enhancements, along with the diligent work of the building staff to implement best practices and revamp sequencing, allowed the Convention Center to save over 800,000 kilowatt hours from the previous fiscal year. This savings represents a five percent decrease in the annual usage.

SUMMARY OF WASTE DIVERSION (IN TONS)

Quarter	 Trash	 Cardboard	 Mixed Recycling	 Metal	 Wood	 Compost	 Total Waste	 % Waste Diversion
1	63.62	8	42	0	4.18	107.8	225.6	72%
2	61.51	22.2	24.53	0	4	75.58	187.82	67%
3	74.6	22.8	37.75	4.39	3.96	135.6	279.1	73%
4	59.51	20.46	31.03	0	0	80.5	191.5	69%
FY 2015	259.24	73.46	135.31	4.39	12.14	399.48	884.02	71%

The WSCC public art collection is readily accessible and free of charge, seven days a week, to meeting attendees and the general public. Everyone is welcome to enjoy a quiet stroll through the art galleries.

Each year, the WSCC culinary team serves over 400,000 guests, striving to purchase locally and regionally grown products whenever possible.

In honor of this effort, the 2015 art exhibit, *HARVEST: The Bounty of Washington*, celebrated the diverse people and communities that sustain Washington agriculture and provide food for the world's tables. This unique collection of juried photography traveled from the WSCC to the Spokane Convention Center and on to the Three Rivers Convention Center in Kennewick, and will conclude in 2016.

In conjunction with the exhibit, the WSCC kitchen created a harvest-inspired recipe book that was sent nationally to 2,000 meeting planners, encouraging the support of neighborhood farmers markets throughout the country. Recipes incorporated local fish, dairy and produce ingredients with a seasonal autumn flair.



Photo by Alan Alabastro

Guests, artists and their families enjoyed an evening of recognition and local WSCC cuisine at the exhibit opening.



Photo by Natalie Fobes

The WSCC Chefs, from L to R: Mayra Melka-Baldwin, José Luis Chavez, Alina Muratova, Samuel Clinton



Photo by Alan Alabastro

Treats featured in *Harvest Recipes* included Pumpkin Cheesecake



Photo by Alan Alabastro

Celebrating Washington agriculture

PROPOSED ADDITIONAL FACILITY

In 2015, the WSCC board of directors spent significant time focusing carefully on decisions for schematic design as well as scoping the draft Environmental Impact Statement, with Pine Street Group, LLC, as the project manager and LMN Architects as the A/E contractor. We appreciate having these expert partners on our team as we go through this exciting planning process for the addition. Engagement and project presentations filled the calendar as the project team met with businesses, neighbors, national meeting planners and other community groups throughout the year.

2015 PLANNING ACCOMPLISHMENTS

- Schematic design under way
- Environmental Impact Statement scoping and public comment
- Early design guidance with the Design Review Board
- Planned Community Development: public comment and identification of potential related public benefits
- Street and alley vacation petition submitted
- Master Use Permit applications submitted

FUTURE BENEFITS

Demand from convention planners and attendees for the Washington State Convention Center outpaces the facility's current capacity. The WSCC addition will be a transformative project that will provide a host of economic benefits, including:

- Up to \$240 million annually in visitor spending
- As many as 3,900 direct and indirect jobs
- An estimated 6,000 jobs during the construction phase

Please visit our website to see more plans and images and keep up with all the exciting progress we're making:
www.wsc.com/proposed-additional-facility

ESTIMATED DEVELOPMENT SCHEDULE





BOARD OF DIRECTORS AND EXECUTIVE STAFF



Photo by Natalie Fobes

Board of Directors

BACK ROW:

Jerome L. Hillis
Robert J. Flowers
Deryl Brown-Archie, *Vice Chair*
J. Terry McLaughlin
Craig Schafer

FRONT ROW:

Karen Wong
Frank K. Finneran, *Chair*
Susana Gonzalez-Murillo
Nicole Grant



Photo by Jules Frazier

Executive Staff

BACK ROW:

Paul Smith, *Information Systems Director*
Ron Yorita, *Director of Operations*
Chip Firth, *Director of Finance and Chief Financial Officer*
Michael McQuade, *Director of Sales*

FRONT ROW:

Linda Willanger, *Vice President of Administration and Assistant General Manager*
Jeffrey A. Blosser, *President and Chief Executive Officer*
Ed Barnes, *Vice President of Operations*
Krista Daniel, *Director of Event Services*



Photo by Alan Alabastro

www.wsccl.com

 Washington State
Convention Center