

O PPORTUNITIES TO SHINE



James E. Rooney
Executive Director

MASSACHUSETTS CONVENTION CENTER AUTHORITY ANNUAL REPORT

2006

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MISSION

The Massachusetts Convention Center Authority’s mission is to generate significant regional economic activity by attracting conventions, tradeshow, and other events to its world-class facilities while maximizing the investment return for the residents and businesses in the Commonwealth of Massachusetts. This is accomplished by a knowledgeable and dedicated staff committed to providing superior customer service, and through strategic partnerships, continuing refinement of marketing and sales efforts, business practices, and operating procedures.

The MCCA owns and operates the Boston Convention & Exhibition Center, the John B. Hynes Veterans Memorial Convention Center, the MassMutual Center, and the Boston Common Garage. Our experienced, dynamic team helps customers create meetings and conventions that inform, influence, and inspire.



We are pleased to present you with our Fiscal Year 2006 Annual Report. 2006 indicated growth and enormous steps toward a successful future for the convention industry in the Boston region. The 276 events that came to the Boston Convention & Exhibition Center (BCEC) and Hynes Convention Center and the 579,370 attendees who traveled to and throughout Boston put the two facilities and their staff to the test, and both successfully met the challenge.

With all of the activity, the MCCA kept itself focused on one thing: ensuring the satisfaction of event management, exhibitors, and attendees. Our consistent show-after-show success speaks volumes for the service and planning our team brings to these events. In fact, several organizations have already booked future events at the BCEC and Hynes Convention Center based on past positive feedback from events hosted by the MCCA.

FY 2006 was momentous for the MCCA and Boston, as we received accolades from Tradeshow Week, the industry's most prestigious weekly tradeshow magazine. Boston

was ranked number seven on the magazine's Top Ten List of Leading Cities. This was the first time in 22 years that Boston made the Top Ten List, and it is a powerful indicator of even greater success to come for Boston's convention industry.

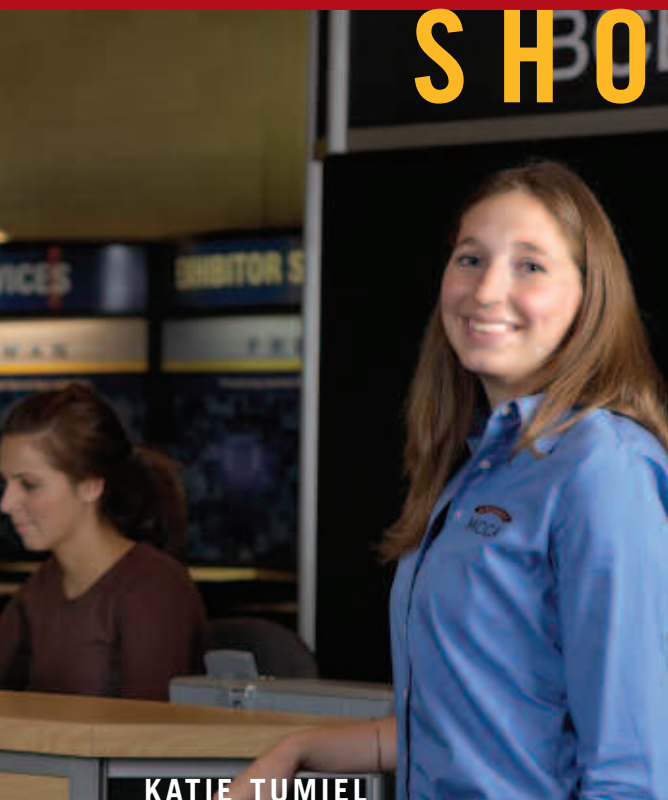
In Western Massachusetts, Springfield's newly renovated MassMutual Center celebrated its one-year anniversary in the fall of 2006. The upgraded facility, which completed a two-year renovation this year, has seen a 340 percent increase in revenue from 2005, and provides a strong outlook for the Center.

The Massachusetts Convention Center Authority has a mission to serve as an economic engine for the Commonwealth by generating maximum returns from its facilities and positive impacts from visitors, attendees, and other event-goers. We're pleased to be able to report our increasing success in fulfilling this mission along with a positive outlook for the future for both the City of Boston and the Commonwealth.

James E. Rooney
Executive Director

Gloria Cordes Larson
Chairman

SHOW HIGHLIGHTS



KATIE TUMIEL

Event Services Associate

“Our exhibitor services team prides itself on fulfilling our customers’ many unique requests, from explaining our Internet service to showing them the best place to grab a cup of chowder! I love meeting exhibitors from all over the world and helping them with whatever they need. The service I provide reflects directly on the convention center. I want to create a memorable experience so that when exhibitors think of great customer service, they think of the MCCA.”

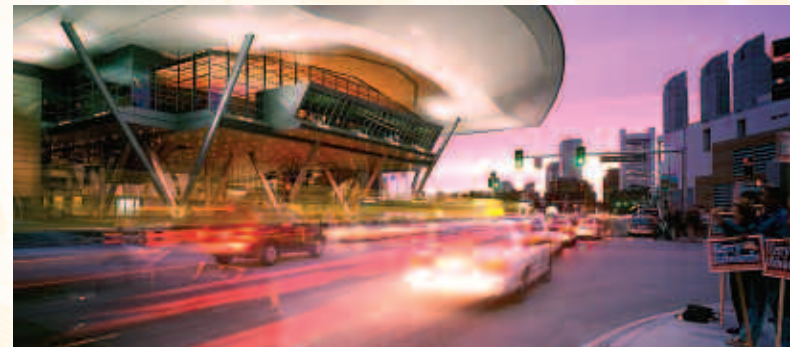
NO SOPHOMORE SLUMP FOR THE BCEC

The BCEC began its second full year of operation in July 2005, and the results for year two were impressive. Leading organizations in the medical, high-tech, education, and commercial sectors once again selected the BCEC to host their events, and a significant number of shows hosted by the BCEC in 2005 came back for return engagements.

A number of ground-breaking events took the stage at the BCEC this year. In May, the Heart Rhythm Society held its annual educational event for over 14,000 cardiac professionals. The meeting featured an amazing medical first: live remote heart surgery conducted from Boston on a patient in Milan, Italy using the BCEC’s advanced equipment and satellite technology.

The Women’s National Basketball Association (WNBA) held its player draft in the BCEC ballroom. Five hundred players, coaches, and members of the press gathered for the event, which was broadcast live on ESPN2. The MCCA also hosted Hoop City, a three-day interactive basketball event at the Hynes Convention Center that attracted nearly 48,000 avid basketball fans.

After nearly 15 years at the Hynes, the International Boston Seafood Show returned to the BCEC for the second consecutive year with 14,000 attendees. The show generated more than 18,000 room nights, almost an 11 percent increase from last year. Overall the show generated nearly \$14.9 million in economic impact for the region.



In January, the BCEC played host to 80’s favorites Cheap Trick and Blondie at the Big Brothers of Massachusetts Bay 7th Annual Costume Gala. More than 1,500 people dressed in 80s fashions enjoyed the live music, go-go dancers, and a graffiti wall.





A DOUBLE PLAY FOR MICROSOFT

“Tech Ed is Microsoft’s premier customer training event in the United States and one of our largest annual events worldwide. We are extremely excited about the opportunities that having the event in Boston will create for our customers and partners.”

Ted Maclean, New England General Manager,
Microsoft Corporation

“The BCEC is a great facility for us and our Microsoft Worldwide Partners benefit by coming to an easily accessible, accommodating, and welcoming city.”

Alexis Post, General Manager Corporate
Marketing Events, Microsoft Corporation

TOP 20 EVENTS

In FY 2006, the BCEC and the Hynes successfully hosted 276 events, bringing 579,370 attendees from across the country and around the world to Boston, and demonstrating our success in promoting the city as a premier convention destination. Standout events included the Yankee Dental Congress, two Microsoft events, The Endocrine Society, and LinuxWorld 2006. The MCCA continues to perform well in our target sectors of technology, medical, and education events.

TOP 20 BULL'S EYE EVENTS BY ECONOMIC IMPACT — FY 2006

Bldg	Event Name	Revenue	Attendees	Rooms	Dir Spend	Dir Tax	Ec. Impact
<i>In Millions</i>							
H	NCAA – Hoop City	\$104,545	47,600	9,949	15.76	0.63	31.52
H	Yankee Dental Congress	\$493,914	26,000	13,660	10.09	0.53	20.19
B	Heart Rhythm Society	\$773,802	14,105	30,785	9.70	0.81	19.39
B	Microsoft – Tech Ed	\$2,640,264	12,000	34,020	9.66	0.87	19.32
B	International Boston Seafood Show	\$786,254	14,000	18,425	7.43	0.53	14.87
B	The Endocrine Society	\$625,912	9,000	20,250	6.30	0.53	12.59
H	Allied Social Science Association	\$93,480	9,000	19,680	6.19	0.52	12.39
H	Congress Of Neurological Surgeons	\$444,659	6,000	22,092	5.75	0.55	11.50
B	New England Grows	\$480,283	15,000	3,645	5.06	0.21	10.12
B	New England Foodservice & Lodging Expo	\$280,050	15,000	2,910	4.93	0.19	9.85
B	Oncology Nursing Society	\$785,833	6,500	14,700	4.56	0.39	9.12
H	American Association of Oral & Maxillofacial Surgeons	\$303,847	6,000	14,350	4.35	0.37	8.70
B	Linuxworld Boston Conference & Expo – 2006	\$423,646	8,000	9,375	4.04	0.28	8.08
B	SAP Tech Ed '05	\$858,150	5,500	10,650	3.54	0.29	7.07
H	Public Library Association	\$438,523	6,000	9,200	3.42	0.26	6.84
H	General Services Administration SMARTPAY Conference	\$97,232	4,500	11,490	3.39	0.30	6.79
H	Materials Research Society	\$206,933	4,000	11,955	3.33	0.30	6.66
H	American Association Of Museums	\$311,930	4,000	11,895	3.32	0.30	6.64
B	EMC Corporation – EMC World 2006	\$1,166,100	3,500	12,295	3.25	0.31	6.49
B	Drug Discovery Technology 2005	\$210,680	8,000	4,400	3.14	0.17	6.28

Economic impact represents direct spending by attendees on hotel rooms, local transportation, shopping and dining.



ATTENDANCE



JEANETTE ZARBANO

Ambassador, MCCA

“As the first person guests see when they come to the BCEC, I want our guests to feel truly welcome and comfortable from the first minute they walk through the doors. For returning guests, I want them to remember why they chose to visit again and make sure that this visit is even better than the last. And when it's time to leave, I hope I've made a lasting impression that will draw guests to Boston again.”

FLOCKING TO BOSTON

In FY 2006, the BCEC began to hit its stride, hosting 251,740 attendees who occupied 202,158 hotel room nights. These numbers represent a 35 percent increase in attendance and a whopping 117 percent increase in room nights over FY 2005. Overall, the MCCA hosted 579,370 attendees at 276 events.

Numbers were also up for returning shows, with Voice on the Net showing an attendance increase of 33 percent and New England Grows up more than 8 percent over the previous year.

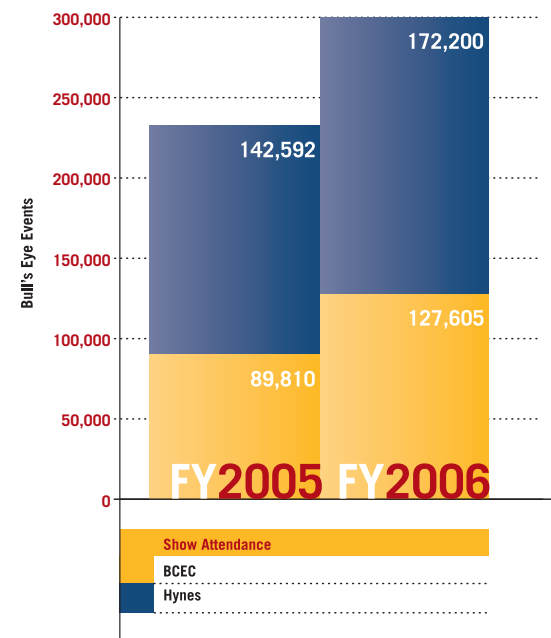
QUALITY AND QUANTITY

In FY 2006 the increase in quality of the events hosted at the BCEC and Hynes was significant. Major shows — what we call “Bull’s Eye” events — were up substantially over FY 2005 (22 percent). Bull’s Eye events generate the greatest return on the taxpayers’ investment and are defined as those events that exceed 1,000 peak hotel room nights and use at least one Exhibit Hall. Attendance at these high profile events increased 42 percent at the BCEC and 21 percent at the Hynes.



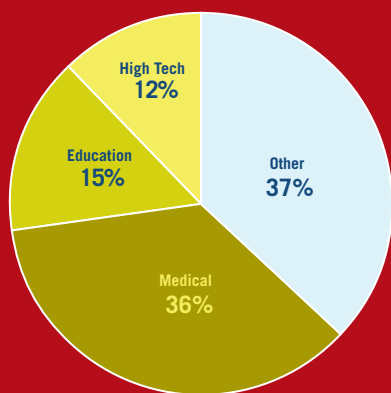
In FY 2006, the BCEC began to hit its stride, hosting **251,740** attendees who occupied **202,158** hotel room nights.

CONVENTION CENTER ATTENDANCE





FORECASTED ECONOMIC IMPACT



Forecasted economic impact of events booked during 2006 by industry type. Based on today's dollars and FY 2006's event survey statistics.

EVENTS BOOKED DURING FY 2006 – COMBINED CONVENTION CENTERS

	Total Rooms	Ec. Impact Attendance	Dir Spend	Dir Tax <i>In Millions</i>	Ec Impact
Education	191,516	114,300	68.11	5.28	136.21
High-Tech	126,656	109,250	54.91	3.78	109.83
Medical	398,593	322,944	166.69	11.72	333.39
Other	355,519	361,780	170.31	11.08	340.61

Economic impact represents direct spending by attendees on hotel rooms, local transportation, shopping and dining.

SELLING SUCCESS

The MCCA sales team has worked hard to promote Boston as a premier event destination to meeting and convention planners across the country. The number and quality of the events booked at the BCEC and Hynes, as well as recent industry recognition, show that the work is paying off.



In FY 2006, the MCCA booked 309 future shows that will bring more than one million attendees and one million room nights to Boston. The economic impact of these shows is projected at \$920 million. A number of organizations are booking shows in multiple years, demonstrating their satisfaction and confidence with Boston as a convention destination. Yankee Dental Congress has booked its national convention for seven years, from 2008 through 2014. Each Congress is expected to bring more than 28,000 attendees to Boston.

IN THE TOP TEN

For the first time in 22 years, Boston was named to Tradeshow Week's Annual Top Ten List of Leading Cities, cementing the city's position in the top tier of convention destinations. Boston moved ahead of New Orleans (pre-Hurricane Katrina), Dallas, and San Diego to land in the number seven spot, showing that the city is now competitive with major convention cities across North America.

“This is a **GREAT ACCOMPLISHMENT**. The trade show business is very competitive and Boston has demonstrated that it remains a **WORLD CLASS CITY** and therefore a very important trade show destination.”

Adam Schaffer, publisher of Tradeshow Week

SALES

HOTEL OCCUPANCY



VIKTORIA RAYKOV

Concierge, Westin Hotel

“We understand the working demands convention-goers face, and with our close proximity to the BCEC, we go a long way toward easing their experience. My goal is to make each guest's stay as comfortable and enjoyable as possible. I do anything I can to make each visitor's trip to Boston memorable, and the smiles and gratitude I receive let me know I'm doing things right.”

MAKING ROOM

Ask any Boston hotel general manager about the impact of the BCEC and the Hynes and they'll tell you that visitors to our events made up a significant percentage of their business this year. More than 513,000 hotel room nights were booked at hotels throughout the city and the Greater Boston area. This represents an overall 38 percent growth over last year's number of room nights, primarily spurred by the BCEC which captured 117 percent more room nights than last year.

The positive numbers are on track to continue, with one million future hotel room nights booked during FY 2006.

Even with the BCEC gaining momentum, the Hynes continues to perform extremely well, both relative to its historical performance and against its competitors. The Hynes generated over 310,000 room nights in FY 2006, an 11 percent increase over last year. This is nearly 60 percent more room nights than the national average for similarly-sized convention centers.

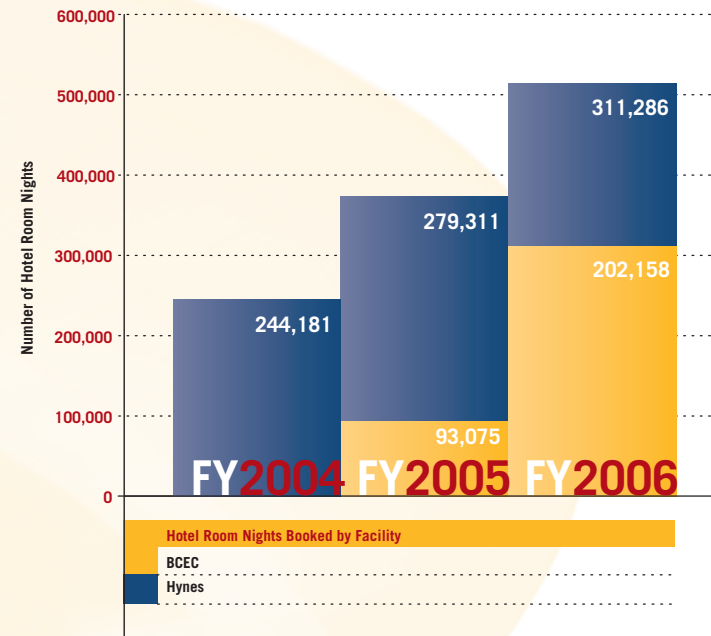
STAYING NEXT DOOR

Perhaps the most exciting news this year was the opening of the Westin Boston Waterfront Hotel, just in time for the BCEC's busy summer season. The 793-room Westin is Boston's newest luxury convention hotel, and offers visitors spectacular views, first-class amenities, and easy access to the BCEC through a 50-foot glass-enclosed walkway.

Attendees are flocking to the Westin, which reported 83 percent occupancy in its opening month. The Endocrine Society, Lions Clubs International, Microsoft Worldwide Partners, the International Council of Shopping Centers, the American Federation of Teachers, ACM/SIGGRAPH, and Conferon were among the first groups to book the hotel.

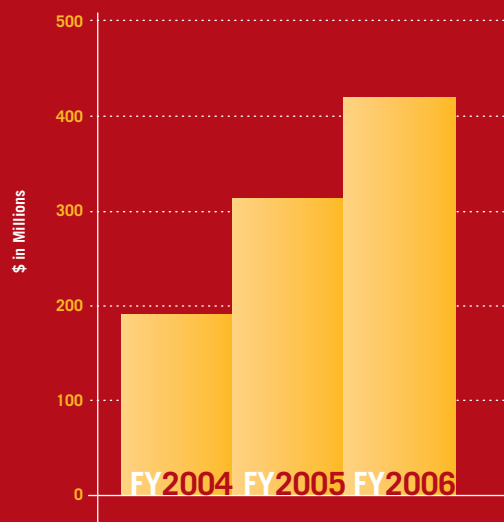
With 100,000 square feet of retail and restaurant space, the Westin represents an important milestone in the evolution of the South Boston Waterfront, and one more reason for meeting planners to choose Boston.

HOTEL ROOM NIGHTS BOOKED BY FACILITY





ECONOMIC IMPACT – BCEC AND HYNES



Economic impact represents direct spending by attendees on hotel rooms, local transportation, shopping and dining.

INCREASING RETURNS

Boston's convention centers are driving a substantial portion of regional economic activity, and the proof is in the numbers. In FY 2006, events and conventions at the BCEC and the Hynes generated approximately \$217 million in direct spending and \$15 million in tax revenue, and \$435 million in direct economic impact. Economic impact represents direct spending by attendees on hotel rooms, local transportation, shopping and dining. FY 2006 hotel room nights topped the half million mark, and local taxi drivers made nearly 100,000 trips to the BCEC.

The economic impact trend continues to move upward, as more shows and attendees come to Boston. Overall economic impact increased 37 percent in FY 2006, and significant increases are projected for 2007.

By 2010, when it is expected that the BCEC will reach stabilized occupancy, Boston's convention centers will generate approximately \$700 million annually in direct economic activity and will sustain more than 10,000 jobs in related industries.

ON TARGET

Medical, high tech, and education events dominate the convention landscape in Boston, and organizations in these fields hold many of the largest revenue-producing events each year. The MCCA targets these customers because of their natural fit with our region's leading industries. Fully 62 percent of the economic impact generated by the MCCA this year came from these three groups of customers.



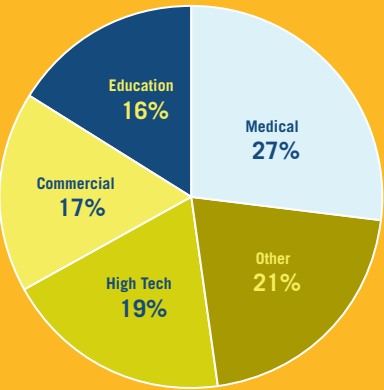
ECONOMIC IMPACT represents **DIRECT SPENDING** by attendees on hotel rooms, local transportation, shopping and dining.

ECONOMIC IMPACT

ECONOMIC IMPACT



ECONOMIC IMPACT DISTRIBUTION BY INDUSTRY TYPE



Economic impact represents direct spending by attendees on hotel rooms, local transportation, shopping and dining.

ECONOMIC IMPACT BY INDUSTRY TYPE

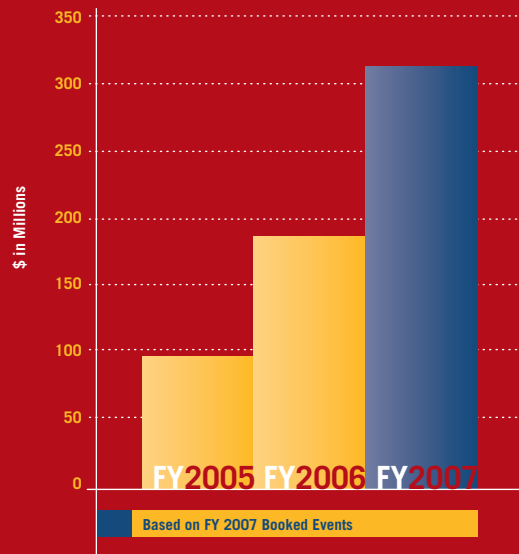
Business/Industry	# of Events	Attendees	Rooms	Dir Spend	Dir Tax	Ec. Impact
<i>In Millions</i>						
Medical	32	104,295	158,483	57.11	4.39	114.21
High Tech	36	71,981	117,484	41.58	3.23	83.17
Education	30	66,905	99,911	35.43	2.75	70.87
Commercial	40	133,805	50,189	36.91	1.94	73.83
Other	138	202,384	87,377	46.41	2.86	92.82
Total	276	579,370	510,444	217.34	15.17	434.90

Economic impact represents direct spending by attendees on hotel rooms, local transportation, shopping and dining.

“The CITY OF BOSTON and the staff of the new convention center DID A FANTASTIC JOB at welcoming the technology and computer graphics community to this part of the country.”

John Finnegan, SIGGRAPH 2006 Conference Chair

2006 BCEC DIRECT ECONOMIC IMPACT



Economic impact represents direct spending by attendees on hotel rooms, local transportation, shopping and dining.

TECH GIANTS CHOOSE BCEC

High-tech powerhouse Microsoft hosted two shows at the BCEC: Microsoft Tech Ed and Microsoft Worldwide Partners. Between them, the two events brought more than 22,000 attendees and nearly 60,000 hotel room nights to the region, and generated more than \$34 million in economic impact — once again proving that Boston is a favorite destination for the technology industry.

World-renowned high tech innovator SAP also selected the BCEC as the facility for its 2005 National Tech-Ed Conference. 5,500 attendees were present at this event which generated 10,650 hotel room nights and over \$8 million in economic impact.

THE BIGGEST YET

The MCCA has booked what will be the biggest event yet at the BCEC: AIIM and ON DEMAND will move to the BCEC in April 2007. As North America's largest enterprise IT event, the Expos are expected to generate more than \$26 million in economic impact. The 2006 Expos, held in Philadelphia, drew more than 20,000 attendees from all 50 states and 62 countries, including 31 Fortune 50 companies and 61 Fortune 100 companies, and 450 exhibitors from across the globe. Numbers are expected to increase significantly for next year.



MIKE TRACY
Executive Chef, MCCA

“Whether preparing a meal for 10 or 10,000, our team is passionate about our culinary vision and commitment to personal service through our high-tech kitchen with its top-of-the-line equipment and high-quality ingredients. We strive to execute the highest culinary standards.”

OVERALL ECONOMIC IMPACT

NEW INITIATIVES



DAVID WILSON

IT Director, MCCA

“The BCEC’s infrastructure was designed to fulfill the technological needs of all types of convention settings. Our staff quickly and easily provides all of the telecommunication services that each show demands, and the building’s capabilities allow us to customize the level of performance for each event. We offer show staff and exhibitors the highest levels of Internet connectivity and bandwidth, and our free wireless for attendees has great coverage and reliability.”

WIRELESS ACCESS. FREE!

Boston convention attendees can now stay connected to work, family and friends with free wireless Internet access at the BCEC and the Hynes. This new premium service from the MCCA makes Boston the first major convention city to offer wireless access at no charge. And it’s proving popular — nearly 50 percent of attendees at EMC World Boston 2006 took advantage of the opportunity to go online for free.

GETTING TO THE AIRPORT FASTER AND EASIER

Going directly from the BCEC to Logan International Airport just got a lot easier, with our new BAGS program. Our partnership with Baggage Airline Guest Services (BAGS Inc.) delivers convenient remote skycap service, so attendees can check luggage and receive boarding passes while still at the BCEC. Every minute on the convention floor is highly valued, and the BAGS program delivers quality and convenience to attendees. With BAGS, people avoid long lines at the airport, and minimize the stress that comes with business travel.



“After arranging for and paying high hourly or daily rates for Internet access at other meeting and convention facilities, having free wireless at an event was a major perk for us as well as our attendees. We were able to experience one less frustration when we held our first-ever Expo at the Boston Convention & Exhibition Center and we believe that this will greatly improve attendee satisfaction and increase the chances of return for future events in Boston.”

David Korse, CEO of IDG World Expo,
producer of LinuxWorld Conference & Expo



ARTFULLY DONE

The second annual Summer Street Solstice opened in June, featuring the work of artists from the Boston Sculptors Gallery, Artists for Humanity, the South Boston Arts Association, and the Fort Point Arts Community. A juried exhibition of the region's best large-scale contemporary works was also unveiled. The BCEC continues to play a role in demonstrating the richness and diversity of Massachusetts artists by showcasing local talent and raising cultural awareness and community support for the arts.



GETTING AROUND TOWN IN STYLE

The Dining in the Neighborhood Trolley Program continues to be popular with attendees and local business owners. During FY 2006, conference attendees at New England Grows, the Heart Rhythm Society, Endocrine Society 2006, and Lion's Club 2006 took advantage of this opportunity to explore Boston's many dining options. During these shows, more than 4,000 people hopped aboard convenient Old Town trolleys to dine at a variety of South Boston restaurants and eateries. With average daily ridership of 300, convention-goers brought a great deal of business to South Boston establishments.



JOHN WELBY

Driver, Old Town Trolley

“What brings people to Boston is simple — everybody loves this city. Boston is beautiful, it has amazing history and culture, and there's something for everyone. Tourists often tell me how friendly the people are, and it's true — Bostonians go out of their way to make visitors feel welcome, so they can't help but fall in love and want to come back for more.”



MASSMUTUAL CENTER



MONIQUE MESSIER

Director of Sales , MassMutual Center

“The public forms lasting impressions about the new MassMutual Center from their interactions with our sales staff, so we have a tremendous opportunity to build a strong foundation for years to come. The MassMutual Center is a world-class facility and we hold ourselves to the highest standard, providing the best possible experience for our clients. My sales staff knows the importance of their relationships with every client, and strives to provide first-class service without fail.”

A MASSACHUSETTS MILESTONE

The newly-christened MassMutual Center (MMC) opened to great fanfare in Springfield on September 30, 2005. Representing the culmination of a \$71 million, 24-month renovation and expansion of the old Springfield Civic Center, the new facility delivers a first-class convention, arena and entertainment venue to Springfield and the Pioneer Valley. In its first year of operation, the MassMutual Center has already surpassed expectations and achieved record revenue.

MAKING ROOM

The completed MassMutual Center includes approximately 147,000 square feet of new building space for convention, exhibition, and meeting space and approximately 215,000 square feet of renovated space. The facility also includes a 40,000 square foot exhibit hall, 9,000 square feet of meeting space, a 15,000 square foot ballroom, pre-function space, a kitchen, and corporate hospitality and support spaces.

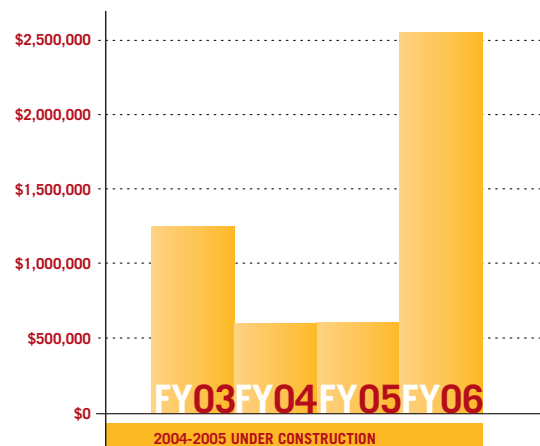


A RECORD-BREAKING START

The MassMutual Center got off to a fast start. In just three full quarters of operation in FY 2006, the MMC posted record revenue, with revenue for the year up 340 percent. In one 30-day period, total ticket revenue for 13 shows earned the MMC the #1 ranking for venues of its size from Venues Today Magazine. Total ticket revenue exceeded \$1 million with nearly 50,000 paying customers.

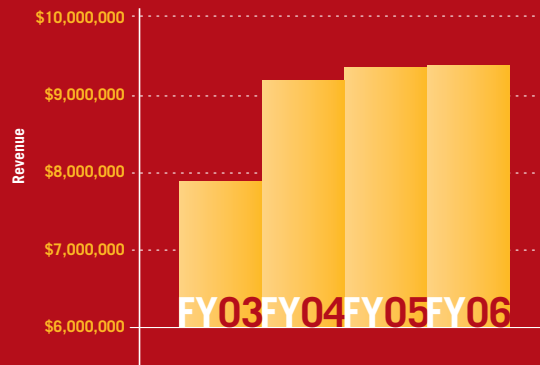
The MMC hosted the Boston Pops, the Western New England Bridal Show, and the Northeast Campground Association convention. Future bookings include Daughters of the Nile in June 2007, and the return of the Northeast Campground Association convention in March 2007.

MASSMUTUAL CENTER GROSS REVENUE





BOSTON COMMON GARAGE



BEST PARKING GARAGE

The Boston Common Garage continues to reach the anticipated occupancy that was forecasted when renovations were made to the garage in FY 2003. Occupancy has not declined despite high gas prices and a sluggish economy. In FY 2006, the Boston Common Garage embarked on several new marketing initiatives, including working more closely with the Theater District. Even with its strong performance in FY 2006 and recent years, the MCCA is continuously looking for new ways to enhance the occupancy rate of the garage.

SAMMY YEMANE

General Manager, Boston Common Garage

“The Boston Common Garage is an affordable, convenient, and centrally-located parking solution for visitors, residents, and daily commuters. Like most cities, Boston is known for limited parking. It’s a huge advantage to be able to park near key destinations like the Financial District, Newbury Street, and Beacon Hill. We are also a short walk to the Theatre District and nightclubs, as well as the campuses of Emerson and Suffolk.”



BOSTON COMMON GARAGE

FINANCIAL OVERVIEW

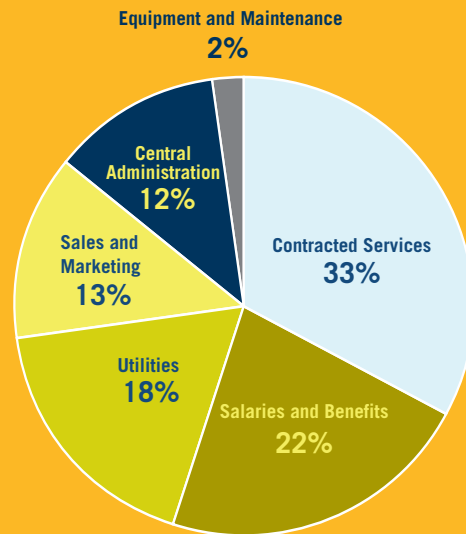
CONSOLIDATED STATEMENT OF SELECTED OPERATIONS

(\$ in Thousands)

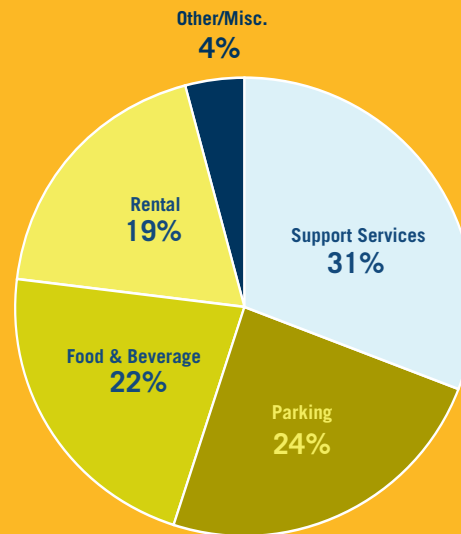
Revenue	FY 2005	FY 2006
Boston Convention & Exhibition Center	\$6,868	\$16,453
John B. Hynes Convention Center	\$10,037	\$9,876
Boston Common Garage	\$9,313	\$9,345
MassMutual Center	\$583	\$2,567
Other Income	\$472	\$1,057
Total Revenues	\$27,272	\$39,298
Expenses	FY 2006	FY 2006
Boston Convention & Exhibition Center	\$14,934	\$20,484
John B. Hynes Convention Center	\$10,986	\$11,664
Boston Common Garage	\$1,544	\$2,219
MassMutual Center	\$3,423	\$6,252
Central Administration	\$5,631	\$5,653
Marketing and Sales	\$4,879	\$5,868
Total Expenses	\$41,397	\$52,140
Total Operating Revenues	\$27,272	\$39,298
Total Operating Expenses	\$41,397	\$52,140
Net Cost to MCCA (before depreciation)	\$-14,125	\$-12,842
Hotel Room Nights	372,396	513,444
Attendance	589,383	579,370
Estimated Economic Impact Generated	\$312,342	\$434,886

Economic impact represents direct spending by attendees on hotel rooms, local transportation, shopping and dining.

FY 2006 DIRECT OPERATING EXPENSES



FY 2006 DIRECT REVENUE



“As we continue to refine our business techniques and perform above expectations and national averages, the taxpayers are seeing immediate returns on their investments. Boston has become a dominant player in the convention industry, and I am excited to see what further success the future holds.”

James E. Rooney, Executive Director,
Massachusetts Convention Center Authority

BOARD OF DIRECTORS

2006 BOARD OF DIRECTORS

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