

File No. 130015

Committee Item No. 7
Board Item No. 10

COMMITTEE/BOARD OF SUPERVISORS
AGENDA PACKET CONTENTS LIST

Committee: Budget and Finance Committee

Date 01/30/2013

Board of Supervisors Meeting

Date February 5, 2013

Cmte Board

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| <input type="checkbox"/> | <input type="checkbox"/> | Youth Commission Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Introduction Form (for hearings) |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Department/Agency Cover Letter and/or Report |
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Completed by: Victor Young Date January 25, 2013

Completed by: Victor Young Date _____

1 [Appropriating \$507,880,000 of Certificate of Participation Proceeds - Moscone Center
2 Expansion Project - FY2012-2013]

3 **Ordinance appropriating \$507,880,000 of Certificate of Participation (COPs) proceeds to**
4 **fund the Moscone Center Expansion Project in the General Services Agency, Office of**
5 **the City Administrator for FY2012-2013 and placing these funds on Controller's reserve**
6 **pending issuance of the COPs or associated commercial paper used for cash flow**
7 **purposes in FY2012-2013.**

8 Note: Additions are single-underline italics Times New Roman;
9 deletions are ~~strikethrough italics Times New Roman~~.
10 Board amendment additions are double underlined.
11 Board amendment deletions are ~~strikethrough normal~~.

11 Be it ordained by the People of the City and County of San Francisco:

12 Section 1. The sources of funding outlined below are herein appropriated to reflect the
13 funding available in Fiscal Year 2012-2013.

14
15 **SOURCES Appropriation**

Fund	Index/Project Code	Subject	Description	Amount
3C XXX XXX	TBD	80141	Proceeds from Certificates of Participation	\$507,880,000
Moscone Center Expansion Project				
Total SOURCES Appropriation				\$507,880,000

1 Section 2. The uses of funding outlined below are herein appropriated in the Subsubjects
 2 06700 (Buildings, Structures, and Improvement Project-Budget), 07000 (Debt Service -
 3 Budget), 07311 (Cost of Bond Issuance), and 081C4 (Controller Internal Audits), and reflects
 4 the projected uses of funding for the Moscone Center Expansion Project.

5
 6 **USES Appropriation**

7	Fund	Index/Project Code	Subsubject	Description	Amount
8	3C XXX XXX	TBD	06700	Certificate of	\$400,551,140
9	Moscone Center		Buildings, Structures,	Participation	
10	Expansion Project		and Improvement	Project Fund	
11			Project-Budget		
12					
13	4D XXX XXX	TBD	07000	Debt Service	\$35,592,500
14	Moscone Center COP		Debt Service -	Reserve Fund	
15	Fund		Budget		
16					
17	4D XXX XXX	TBD	07000	Capitalized	\$41,114,075
18	Moscone Center COP		Debt Service -	Interest	
19	Fund		Budget	Fund thru 9/2018	
20					
21	3C XXX XXX	TBD	07311	Other Costs of	\$801,725
22	Moscone Center		Costs of issuance	Issuance	
23	Expansion Project				

	Fund	Index/Project Code	Subobject	Description	Amount
1					
2	3C XXX XXX	TBD	07311	Other	\$4,836,950
3	Moscone Center		Costs of issuance	Underwriter's	
4	Expansion Project			Discount	
5					
6	3C XXX XXX	TBD	07311	Reserve Pending	\$24,185,000
7	Moscone Center		Costs of issuance	Bond Sale	
8	Expansion Project				
9					
10	3C XXX XXX	TBD	081C4	0.2% Controller's	\$798,610
11	Moscone Center		Controller Internal	Audit Fund	
12	Expansion Project		Audits		
13					
14	Total Uses Appropriation				\$507,880,000

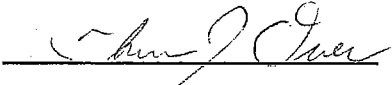
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Section 3. The Controller is authorized to record transfers between funds and adjust the accounting treatment of sources and uses appropriated in this ordinance as necessary to conform with Generally Accepted Accounting Principles.

Section 4. The Board of Supervisors finds the proposed project fiscally feasible and responsible, subject to its approval of the associated MED hotel assessments (File No. 130043).

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APPROVED AS TO FORM:
DENNIS J. HERRERA, City Attorney

By: 
Deputy City Attorney

FUNDS AVAILABLE
BEN ROSENFELD, Controller

By: 
Date: ~~January 4, 2013~~
January 30, 2013

Items 5, 6 and 7 - Files 12-1201, 13-0016 and 13-0015	Departments: Department of Public Works (DPW) Office of Economic and Workforce Development (OEWD) Convention Facilities Department , General Services Agency
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EXECUTIVE SUMMARY**Legislative Objectives**

- Resolution (File 12-1201) finding that the proposed expansion of the North and South exhibit halls in Moscone Convention Center is fiscally feasible and responsible in accordance with Administrative Code Chapter 29.
- Ordinance (File 13-0016) authorizing execution of Certificates of Participation (COPs) not to exceed \$507,880,000 to finance the expansion of Moscone Convention Center; approving the form of the Trust Agreement; authorizing the selection of the Trustee; approving respective forms of a Property Lease and a Project Lease; authorizing the execution and delivery of Assessment Notes payable from Moscone Expansion District assessments to further secure principal, premium and interest evidenced and represented by the Certificates; granting general authority to City officials to take necessary actions; approving modifications to documents and agreements; and ratifying previous actions taken.
- Ordinance (File 13-0015) appropriating \$507,880,000 of Certificates of Participation (COPs) proceeds to fund the Moscone Center Expansion Project in the General Services Agency, Office of the City Administrator for FY 2012-13 and placing these funds on Controller's Reserve pending issuance of the COPs or associated commercial paper used for cash flow purposes in FY 2012-13.

Key Points

- Administrative Code Chapter 29 requires that certain development projects be submitted to the Board of Supervisors for approval of the project's fiscal feasibility prior to submitting the project to the Planning Department for environmental review. The finding that the proposed expansion of Moscone Convention Center is fiscally feasible does not commit the Board of Supervisors to future approval of environmental findings under the California Environmental Quality Act (CEQA).
- Moscone Convention Center (Moscone North, South and West) currently includes a total of 1,043,000 gross square feet, which is proposed to increase to 1,414,000 square feet, an increase of 371,000 square feet, or 35%, at an estimated cost of up to \$500 million, which would include (a) demolition of a portion of the existing support building at 3rd and Howard Streets and replacement with a larger building, (b) excavation and reconfiguring of the North and South halls to create additional contiguous exhibit space, (c) elimination of the front driveways for expanded useable space on Moscone North and South, and (d) improvements to the landscaping, streetscape and urban design.
- On November 20, 2012, the Board of Supervisors approved a Resolution of Intent (File 12-0989; Resolution 416-12) to form a new 32-year Moscone Expansion District (MED) and levy hotel assessments to support the proposed \$500 million expansion of Moscone, which

will be considered by the Board of Supervisors on February 5, 2013, as a Committee of the Whole (File 13-0043), after the results of the hotel's election are determined.

Fiscal Impacts

- The not to exceed \$500 million for the Moscone Expansion Project, with debt financing costs, is estimated to cost a total of \$1,105,915,860, including (a) \$5,238,860 of available General Funds, (b) \$82,625,000 of available MED funds, (c) \$21,536,000 for furniture, fixtures, equipment and additional rental costs, and (d) \$996,516,000 for Certificates of Participation (COPs) total debt service (principal and interest).
- The total estimated \$996,516,000 COPs debt service includes \$483,695,000 of principal and \$512,821,000 of interest based on a conservative 6% interest rate over 30 years, or an average annual debt service cost of \$35,590,000. The COPs would be issued in 2017.
- The total \$996,516,000 Moscone Convention Center Expansion COPs principal and interest cost would be repaid with (a) a conservatively estimated \$699,212,000 from annual MED assessments from 2013 through 2045 assuming a 1.25% hotel assessment rate in Zone 1 and a .3125 hotel assessment rate in Zone 2, and (b) a total of \$297,304,000 of annual City General Fund contributions from 2019 through 2047, ranging from \$8,200,000 to \$10,700,000 per year.
- The proposed expansion of Moscone would: (1) yield annual additional tax revenues to the City of approximately \$5.8 million in FY 2017-18 and up to \$7.6 million in FY 2021-22; (2) generate an estimated 2,408 to 3,407 new one-time construction jobs and up to 945 ongoing, permanent jobs by FY 2021-22; (3) provide an estimated \$382 million in construction expenditures, or an estimated \$1,030 per square foot for 371,000 additional square feet; (4) be financed with \$82,625,000 of available hotel assessment fees and \$5,238,860 of available City General Funds, or approximately 8% of the total \$1,105,915,860 project costs; (5) increase Moscone's ongoing maintenance and operating costs by approximately \$1.3 million annually, to be paid by the City's General Fund; and (6) result in \$996,516,000 COPs principal and interest expenses to be repaid with (a) conservative \$699,212,000 from MED hotel assessments from 2013 through 2045, and (b) \$297,304,000 of General Fund contributions from 2019 through 2047, ranging from \$8,200,000 to \$10,700,000 per year.
- The proposed fiscal feasibility is predicated on receiving an estimated total of \$699,212,000 from the annual MED hotel assessments from 2013 through 2045 to fund the proposed Moscone Expansion Project, such that the proposed Moscone Expansion Project is not fiscally feasible without these additional annual hotel assessments. However, the decision to establish the MED and levy these additional hotel assessments will not be determined until February 5, 2013, when the ballots are tabulated and the Board of Supervisors sits as a Committee of the Whole.

Recommendations

- Amend the proposed resolution (File 12-1201) and the two proposed ordinances (Files 13-0016 and 13-0015) to add a Further Resolved clause that the Board of Supervisors finds the proposed Project is fiscally feasible and responsible subject to the approval by the Board of Supervisors to create and levy the associated MED hotel assessments (File 13-0043) on February 5, 2013, when the Board of Supervisors will consider this matter.
- Approve the proposed resolution and ordinances, as amended.

MANDATE STATEMENT

Chapter 29 of the City's Administrative Code requires Board of Supervisors approval of certain projects to determine the project's fiscal feasibility¹ prior to submitting the project to the Planning Department for environmental review if (a) the project is subject to environmental review under the California Environmental Quality Act (CEQA), (b) total project costs are estimated to exceed \$25,000,000, and (c) construction costs are estimated to exceed \$1,000,000.

Chapter 29 specifies five areas for the Board of Supervisors to consider when reviewing the fiscal feasibility of a project, including the (1) direct and indirect financial benefits to the City, (2) construction costs, (3) available funding, (4) long term operating and maintenance costs, and (5) debt load carried by the relevant City Department. Chapter 29 also limits the definition of "fiscal feasibility" to mean only that the project merits further evaluation and environmental review.

Charter Section 9.118 requires any agreement with a term of more than ten years or expenditures of more than \$10,000,000 be subject to approval by the Board of Supervisors. The proposed issuance of not to exceed \$507,880,000 Certificates of Participation requires the City to enter into an agreement which exceeds ten years and \$10,000,000. In addition, Charter Section 9.105 requires that amendments to the Annual Appropriation Ordinance be approved by ordinance of the Board of Supervisors, subject to the Controller certifying the availability of funds.

BACKGROUND

Moscone Convention Center

The George Moscone Convention Center (Moscone) was originally constructed in 1981 as a single 300,000 square foot convention facility on Howard Street, which is now known as Moscone South between 3rd and 4th Streets, adjacent to Yerba Buena Gardens. Moscone expanded in 1992 with the addition of Moscone North and the Esplanade Ballroom and again expanded in 2003 with the addition of Moscone West and now encompasses over 20 acres of convention facility space on three adjacent blocks, as shown in Figure 1 below. Renovations of Moscone were recently completed in May of 2012, which included restroom, lobby and kitchen renovations, digital and telecom upgrades, elevator and escalator improvements, and new carpeting, painting and lighting at a cost of \$56 million.

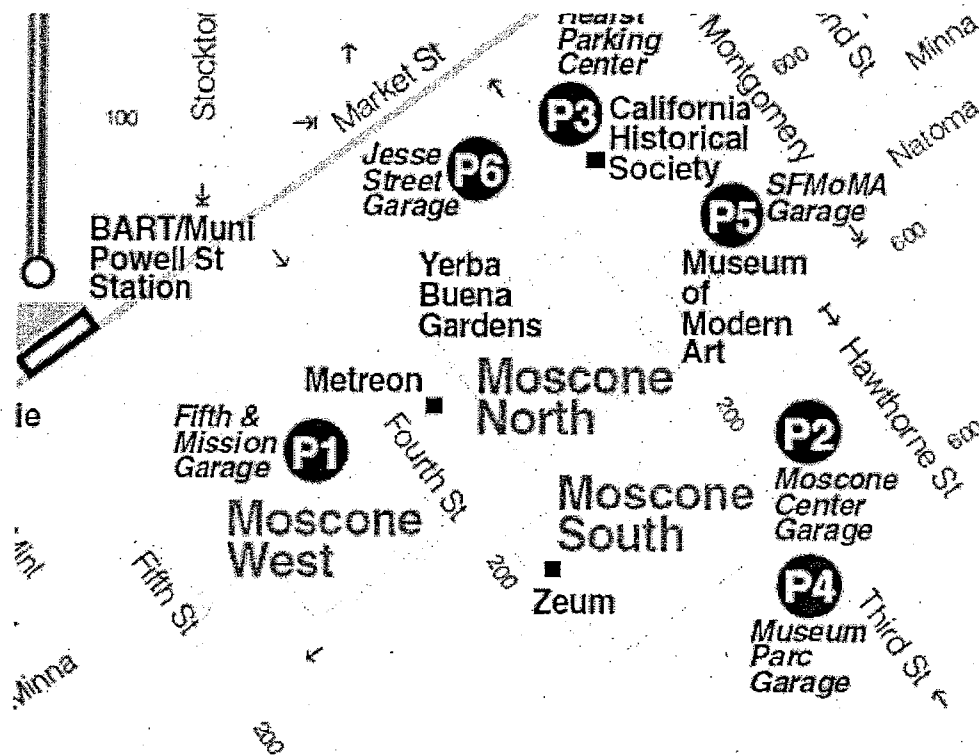
Moscone West currently includes a total of 774,000 gross square feet, comprising 380,154 square feet of rentable space plus 393,846 square feet of support space, which is not proposed to change under the proposed Moscone Expansion Plan. Moscone North and South currently

¹ Chapter 29 excludes various types of projects from the fiscal feasibility requirement, including (a) any utilities improvement project by the Public Utilities Commission, (b) projects with more than 75 percent of funding from the San Francisco Transportation Authority, and (c) projects approved by the voters of San Francisco.

includes a total of 1,043,000 gross square feet, comprising 583,135 square feet of rentable space plus 459,865 square feet of support space. Moscone North and South rentable space includes:

- 28,800 square feet of lobby area;
- 260,560 square feet of contiguous exhibit space in Moscone South;
- 138,684 square feet of exhibit space in Moscone North;
- 42,675 square feet of ballroom space at 3rd and Howard; and
- 112,416 square feet of meeting and flexible space in over 100 meeting rooms.

Figure 1: Map of Moscone Convention Center



Source: Moscone Convention Center website.

Moscone is owned by the City and County of San Francisco and the Office of Community Investment and Infrastructure (the successor agency the San Francisco Redevelopment Agency). The Convention Facilities Department within the General Services Agency operates and

maintains Moscone through contracts with (a) San Francisco Travel² to promote the City as a destination for conventions, meetings and tradeshow, and (b) Moscone Joint Venture³, a private firm to manage the daily operations of Moscone.

Current Moscone Capital Expenses

Ms. Nadia Sesay, Director of the Office of Public Finance advises that, in order to pay for the initial construction of Moscone North and South, the former San Francisco Redevelopment Agency (SFRA) issued lease revenue bonds and to finance the construction of Moscone West, the City issued lease revenue bonds. Both the SFRA and the City subsequently refunded these initial lease revenue bonds, such that, as shown in Attachment I, the current long term Moscone obligations total approximately \$370.4 million for the City. According to Ms. Sesay, the City is currently paying a total of approximately \$30 million annually through 2019 declining to approximately \$11 million through final maturity in 2030 from dedicated Hotel Tax revenues to repay these long term debt obligations related to Moscone.

In addition, as noted above, in May of 2012 the City completed a \$56 million renovation of Moscone. Of the \$56 million, \$21 million was funded with Tourism Improvement District (TID) hotel assessments and \$35 million from City General Funds. Ms. Sesay advises that the City used available funds, and issued commercial paper to fund the balance of these renovation costs, such that the City will be issuing an anticipated \$45.5 of COPs to refund the commercial paper, to be repaid with an estimated \$8.2 million annual General Fund contribution through 2018.

Proposed Expansion of Moscone Convention Center

According to Mr. John Noguchi, Director of the Convention Facilities Department, the existing three-building configuration of Moscone is effectively filled to capacity and cannot accommodate many of the existing convention market needs. As a result, Mr. Noguchi reports that it is difficult to retain or significantly grow the San Francisco convention market, without providing additional contiguous exhibition space and additional meeting rooms. Based on surveys conducted by the Moscone Joint Venture of the corporate convention users, medical and financial associations, as well as tradeshow, the Convention Facilities Department, working with the Office of Economic and Workforce Development, the Department of Public Works and the Controller's Office of Public Financing is proposing an estimated up to \$500 million expansion of Moscone to:

² San Francisco Travel, previously known as the San Francisco Convention and Visitors Bureau, is a nonprofit organization which currently has an annual \$1.2 million agreement with the City to promote San Francisco as a premier destination for conventions, meetings, events and leisure travel, funded through Grants for the Arts Hotel Tax revenues and the Office of Economic and Workforce Development General Fund revenues.

³ Moscone Joint Venture, a private consortium of Spectator Management Group (SMG), currently has an eight-year agreement with the City, which extends through June 30, 2017, to manage the day-to-day operations of Moscone Convention Center at a FY 2012-13 budgeted cost of \$28,481,068, paid by the City's General Fund.

- increase the overall gross square footage from 1,043,000 to 1,414,000, an increase of 371,000 square feet, within the existing Moscone perimeter;
- demolish a portion of the existing Esplanade building at 3rd and Howard Streets and construct a new 4-story building, including a new lobby, multipurpose meeting rooms, ballrooms and support spaces above ground;
- demolish the existing Moscone South lobby and replace with a new 2-story building that eliminates the front driveway area and provides an enlarged lobby, meeting rooms, ballroom, circulation and support space;
- expand Moscone South and Moscone North by excavating additional areas under Howard Street and retrofitting existing lower level support space to create enlarged contiguous exhibition spaces;
- eliminate front driveway area to convert Moscone North with new expanded lobby;
- construct a new foot access bridge across Howard Street to provide public and internal access between Moscone North and South buildings; and
- enhance Moscone's physical interface with the surrounding area by providing improvements to the landscaping, urban design and streetscape.

Existing Tourism Improvement District (TID)

In 2008, the Board of Supervisors working with the City's hotel community, approved a 15-year Community Benefit District, entitled the San Francisco Tourism Improvement District (TID), to authorize 0.75% to 1.5% assessments on all tourist hotel room revenues received from January 1, 2009 through December 31, 2024 in two separate zones, as shown in Table 1 below (File 08-1517). The revenues generated from these hotel assessments were specifically designated to San Francisco Travel for the (a) promotion of San Francisco as a tourism destination, (b) renovation of Moscone, which was completed in May of 2012, and (c) exploration of potential expansion of Moscone. While the collection of hotel assessment revenues for the promotion of San Francisco as a tourism destination will continue through December 31, 2024, the assessment revenues dedicated to the renovation of Moscone and the potential expansion of Moscone will terminate on December 31, 2013.

Table 1: Existing Tourism Improvement District (TID) and Proposed Moscone Expansion District Assessment Rates

Existing Tourism Improvement District	Zone 1⁴	Zone 2⁵
Years 1-5 (January 1, 2009 – December 31, 2013)	1.5 % of gross revenues	1% of gross revenues
Years 6-15 (January 1, 2014 – December 31, 2024)	1% of gross revenues	0.75% of gross revenues
Proposed Moscone Expansion District		
Commencement of the Assessment (no earlier than July 1, 2013) - December 31, 2013	0.5 % of gross revenues	0.3125% of gross revenues
January 1, 2014 – 32 Years from Commencement of the Assessment (approximately June 30, 2045)	1.25% of gross revenues	0.3125% of gross revenues
Total Assessments on Hotels in Districts		
Prior to December 31, 2013	2.0% of gross revenues	1.3125% of gross revenues
January 1, 2014 – December 31, 2024	2.25% of gross revenues	1.0625% of gross revenues
January 1, 2025 – June 30, 2045	1.25% of gross revenues	0.3125% of gross revenues

Proposed Moscone Expansion District (MED)

On November 20, 2012, the Board of Supervisors, again working with the City's hotel community, approved a Resolution of Intent (File 12-0989; Resolution 416-12) to form a new 32-year Moscone Expansion District, including adopting the Management District Plan, approving assessment ballots, hotel assessment rates, budgets, allocation of funds, governance structure and scheduling a public hearing to be held on this matter. Table 1 above shows the

⁴ Zone 1 is defined as all tourist hotels on or east of Van Ness Avenue or South Van Ness Avenue and north of 16th Street from South Van Ness to the Bay.

⁵ Zone 2 is defined as all tourist hotels west of Van Ness Avenue and South Van Ness Avenue and tourist hotels south of 16th Street.

proposed dates and rates of assessments on hotel gross revenues for the proposed Moscone Expansion District, and the total assessments from both the existing Tourism Improvement District and the proposed Moscone Expansion District over time. Revenues generated by the proposed additional hotel assessments over the proposed 32-year period would be used to support the proposed \$500 million expansion of Moscone.

The Department of Elections sent ballots to all tourist hotels in the City subject to the proposed Moscone Expansion District assessments on December 7, 2012. All ballots are due back by February 5, 2013. On February 5, 2013, the Board of Supervisors will sit as a Committee of the Whole and hold a public hearing on a resolution (File 13-0043) to establish the Moscone Expansion District, levy assessments against defined hotel businesses located in that District for 32 years, provide for the determination, imposition, collection and enforcement of the assessments and making environmental findings. After this public hearing is closed, the Department of Elections will tabulate the hotel ballots, and if the results are positive, the Board of Supervisors could approve the establishment of the Moscone Expansion District and levying the proposed hotel assessments. If the assessments are approved by a weighted majority of the hotels, and by the Board of Supervisors under the proposed legislation (File 13-0043), as shown in Table 1 above, the Moscone Expansion District could commence imposing assessments as early as July 1, 2013.

On January 23, 2012, the Budget and Finance Committee held a hearing of persons interested in or objecting to the proposed establishment the Moscone Expansion District and ordering the levy and collection of assessments of hotel properties in the District (File 12-1230).

Status of the Moscone Expansion Project

According to Mr. Brook Mebrahtu, Senior Project Manager for the Department of Public Works (DPW), the Moscone Expansion Project would be overseen and managed by the Department of Public Works. Mr. Mebrahtu advises that the existing Tourism Improvement District (TID), working with the City in early 2012, issued a Request for Proposals (RFP), to complete the design for the proposed Moscone Expansion Project. Mr. Mebrahtu advises that seven architectural firms responded and based on qualifications five firms were interviewed⁶ and a panel that included City and TID representatives evaluated the proposals and selected Skidmore Owens and Merrill (SOM) to complete the design using hotel assessment funds, with the initial phase, conceptual design, at a cost of \$1.4 million. SOM is currently completing this conceptual design phase, which extended from May 2012 through January 2013.

Mr. Mebrahtu advises that in 2012, the City again working with the TID, issued a RFP for a Construction Manager/General Contractor (CMGC) to oversee the management and construction of the Moscone Expansion Project. According to Mr. Mebrahtu, the TID received five bids⁷, and based on a similar evaluation process, on January 10, 2013, the TID awarded a \$4.1 million initial pre-construction agreement to WebCor. Pre-construction activities are

⁶ The five design firms interviewed were (1) HOK/Populous, (2) Fentress/Kwan Henmi, (3) Gensler/Michael Willis, (4) Heller Manus/Woods, and (5) SOM/Cavagnero.

⁷ The five CMGC bids were from (1) Suffolk/Turner Construction, (2) Clark Construction, (3) Hunt Construction, (4) Hathaway Dinwiddie, and (5) WebCor.

anticipated to extend for 23 months from January 2013 through November 2014. Construction is then anticipated to extend for 38 months from December 2014 through February 2018. The overall Moscone Expansion Project is estimated to cost up to \$500 million, with approximately \$360 million for construction costs.

According to Mr. Mebrahtu, completion of the Moscone Expansion Project will be phased in order to minimize the disruption of operations of Moscone convention activities during the construction. In this regard, Mr. Mebrahtu advises that the first phase would include demolition of a portion of the existing Esplanade building at 3rd and Howard Streets in order to construct a new 4-story building, which would include a new lobby, multipurpose meeting rooms, ballrooms and support spaces above ground, which could be used while other portions of Moscone North and South are under construction. Mr. Adam Van de Water of the Office of Economic and Workforce Development (OEWD), notes that there is a 3-week window in late December 2014 to early January 2015, when no activities are scheduled at Moscone, such that this timeframe is critical to undertake major construction work on Moscone, in order to minimize the impact on Moscone revenues, operations and to complete construction on time.

DETAILS OF PROPOSED LEGISLATION

File 12-1201: Resolution finding that the proposed expansion and renovation of the North and South exhibit halls in the Moscone Convention Center, including reconfiguring the North and South exhibit halls to create additional contiguous exhibit space, a new ballroom, new loading and building service space and improvements to the landscaping, urban design and public realm, within and adjacent to the North and South exhibit halls, is fiscally feasible and responsible under Administrative Code, Chapter 29.

File 13-0016: Ordinance authorizing the execution and delivery of Certificates of Participation (COPs) evidencing and representing an aggregate principal amount not to exceed \$507,880,000 to finance the costs of additions and improvements to the George R Moscone Convention Center; approving the form of Trust Agreement between City and Trustee; authorizing the selection of the Trustee by the Director of Public Finance; approving respective forms of a Property Lease and a Project Lease, each between the City and the Trustee for the lease and lease-back of all or a portion of the Moscone Center, including the Moscone Expansion Project to be constructed thereon; authorizing the execution and delivery of Assessment Notes payable from Moscone Expansion District assessments to further secure principal, premium, if any, and interest evidenced and represented by the COPs; granting general authority to City officials to take necessary actions in connection with this authorization, issuance, sale and delivery of the COPs and the Assessment Notes; approving modifications to documents and agreements; and ratifying previous actions taken in connection therewith.

File 13-0015: Ordinance appropriating \$507,880,000 of Certificates of Participation (COPs) proceeds to fund the Moscone Center Expansion Project in the General Services Agency, Office of the City Administrator for FY 2012-13 and placing these funds on Controller's Reserve

pending issuance of the COPs or associated commercial paper used for cash flow purposes in FY 2012-13.

MAJOR PARAMETERS

Table 2 below, prepared by the Budget and Legislative Analyst, summarizes the major parameters of the proposed Moscone Convention Center Expansion Project, incorporating provisions of the proposed resolution (File 12-1201) and the two proposed ordinances (Files 13-0015 and 13-0016):

Table 2: Summary of Proposed Moscone Expansion Project

Total Project Cost	- Up to \$500,000,000
Debt Financing	<ul style="list-style-type: none"> - Request for up to \$507,880,000 City Certificates of Participation (COPs); - City expects to issue \$483,695,000 of COPs in Spring, 2017, with additional authorization to allow for fluctuations in interest rates and related reserve funds from time authorized by Board of Supervisors until actual issuance; - City anticipates issuing interim commercial paper to pay preliminary project costs as expenditures are incurred for design, planning and permitting.
Term of COPs	- 30 Years, from 2017 through 2047
Third-Party Trustee Agreement	<ul style="list-style-type: none"> - Agreement provides for terms of COPs, such as prepayment, default, and other administrative provisions; - Director of Public Finance would select third-party trustee based on lowest fees, and other criteria, based on competitive request for proposal or negotiations⁸; - City makes annual base rental payments to third-party trustee in amounts required to repay the COPs; - Third-party trustee holds proceeds from the sale of COPs, administers and disburses COP payments for costs incurred for the Moscone Expansion Project and enforces covenants and remedies, in event of default by City; - After COPs are fully repaid, trustee agreement would terminate.
Property Lease	<ul style="list-style-type: none"> - City would lease a portion of City-owned Moscone property, including the expansion project, to third-party trustee. - After COPs are fully repaid, property lease would terminate.
Project Lease	<ul style="list-style-type: none"> - City would lease-back the leased property (Moscone), together with the proposed Moscone expansion improvements that are financed with the proceeds from the COPs, from the third-party trustee. - After COPs are fully repaid, project lease would terminate.
Assessment Notes	- Issuance of Assessment Notes in an amount not to exceed the authorized COPs to validate (a) formation of the hotel assessment district, and (b) levy hotel assessments, to ensure that debt service is repaid primarily from assessments levied on hotels in the Moscone Expansion District and not the City's General Fund, in accordance with the District Management Plan.
City Capital	- \$1,700,000 in FY 2012-13 for pre-development costs;

⁸ Ms. Sesay advises that whether a competitive request for proposal or negotiated agreement is completed will be based on market conditions at the time of issuance.

Contributions from General Fund	<ul style="list-style-type: none"> - \$3,538,860 in FY 2013-14 for project management costs; - \$8,200,000 in FY 2019-20, increasing 3% per year through FY 2028-29; - \$10,700,000 annually for remainder of term, or through 2047.
Moscone Expansion District Assessment Contributions	<ul style="list-style-type: none"> - 87.5% of hotel assessments would be allocated to Moscone Expansion Project, estimated to be approximately \$17 million in FY 2013-14; - Percentage allocation to Project would decrease to 82.5% over time; - Over 32-year term of District, estimated to generate \$829,073,000 contribution for Moscone Expansion Project although \$699,212,000 estimated required contribution to repay the COPs.
Other Moscone Expansion District Assessment Allocations	<ul style="list-style-type: none"> - 1% of assessments toward Capital Reserve for future renovations and improvements of Moscone, which will increase to 6% over time; - 9% for a Moscone Convention Incentive Fund, to attract conventions and meetings to San Francisco, decreasing to 8% over time; - 2.5% for administration of Moscone Expansion District and operating contingency; - 1% beginning in 2018 for a Convention Sales and Marketing Fund.
Annual Debt Service Repayments and Shortfalls	<ul style="list-style-type: none"> - City's General Fund secures the repayment of the COPs; - City responsible to fund any annual shortfalls from the General Fund to finance debt service, to be repaid from future annual hotel assessment surpluses. Annual shortfall is defined as the FY debt service not covered by (a) the MED allocation to debt plus (b) the City's above-noted \$8,200,000 - \$10,700,000 annual contributions.

Not to Exceed \$500 Million for Moscone Expansion Project

Table 3 below summarizes the total not to exceed \$500,000,000 budget for the Moscone Expansion Project. Attachment II provided by Mr. Mebrahtu, provides additional detail on an initial preliminary \$500,000,000 budget for the Moscone Expansion Project.

Table 3: Estimated Project Budget

Preconstruction, Construction, Demolition, Abatement	\$388,246,465
Architecture, Engineering, Permits, Other Soft Costs	63,342,536
Site Control/Moving Expenses	1,800,000
Other Program Costs	33,780,000
Furniture, Fixtures and Equipment	12,831,000
Total Uses	\$500,000,000

Total Costs of the Proposed Moscone Expansion Project

As shown in Attachment III, provided by Ms. Sesay, DPW's estimated cost of up to \$500 million for the five-year Moscone Convention Center Expansion, with debt financing costs included, is projected to cost a total of \$1,105,915,860, including (a) \$5,238,860 of available General Funds, (b) \$82,625,000 of available MED funds, (c) \$21,536,000 for furniture, fixtures, equipment and additional rental costs, and (d) \$996,516,000 for Certificates of Participation (COPs) total debt

service, including issuance of the principal amount of \$483,695,000 COPs, with interest expenses of an estimated \$512,821,000.

Certificates of Participation (COPs)

Table 4 below, provided by Ms. Sesay, summarizes the sources and uses of the estimated \$483,695,000 COPs.

Table 4: Estimated Sources and Uses of Funds from COPs

Sources of Funds	
Certificates of Participation (COPs)	\$483,695,000
Total Sources	\$483,695,000
Uses of Funds	
Project Fund	\$400,551,140
Controller's Audit Fund	798,610
Subtotal Project Fund Deposit	\$401,349,750
Debt Service Reserve	35,592,500
Capitalized Interest Fund thru 9/20/18	41,114,075
Other Costs of Issuance	801,725
Other Underwriters Discount	4,836,950
Total Uses	\$483,695,000

Ms. Sesay advises that the estimated \$483,695,000 COPs are anticipated to be issued in the spring of 2017 for 30 years. Projected at a conservative 6% interest rate, the estimated \$483,695,000 of principal would result in \$512,821,000 of interest expense over the 30 years, a total of \$996,516,000 or an average annual payment of \$35,590,000. The proposed ordinance (File 13-0016) would approve the issuance of a not-to-exceed \$507,880,000 Moscone Convention Center Expansion COPs. The Budget and Legislative Analyst questioned the additional authorization authority request totaling \$24,185,000 (\$507,880,000 less \$483,695,000). Ms. Sesay advises that the Office of Public Finance is requesting this additional authorization, which reflects a 5% increase more than the current estimated issuance amount, to allow for fluctuations in interest rates and related reserve funds, including potentially significant additional capitalized interest expenses depending on when the COPs are issued.

The proposed ordinance (File 13-0015) would also appropriate up to the total not-to-exceed \$507,880,000 of COPs proceeds to fund the Moscone Center Expansion Project and place these funds on Controller's Reserve pending issuance of the COPs or associated commercial paper used for cash flow purposes in FY 2012-13. According to Ms. Sesay, the proposed appropriation ordinance is being requested at this time in order to authorize the expenditures from the issuance of commercial paper in 2013 and allow expenditures from the subject hotel assessments.

Funding Sources and Amounts

As detailed in Attachment III and summarized in Table 5 below, the total \$996,516,000 Moscone Convention Center Expansion COPs principal and interest cost would be repaid with (a) a

conservatively estimated \$699,212,000⁹ or 70% from annual MED assessments from 2013 through 2045 assuming 87.5% of the assessments in 2013 declining to 82.5% of the assessments by 2023 at a 1.25% hotel assessment rate in Zone 1¹⁰ and a .3125 hotel assessment rate in Zone 2, and (b) a total of \$297,304,000 or 30% of annual City General Fund contributions from 2019 through 2047, ranging from \$8,200,000 to \$10,700,000 per year. Over the past five years, the City's General Fund has funded \$8,200,000 annually for the Moscone Convention Center renovations, which will continue through 2018.

Table 5: Certificates of Participation Anticipated Repayments

COPs Repayments over 30 Years	Amounts	Percent
MED Hotel Assessments	\$699,212,000	70%
City General Fund	297,304,000	30%
Total COP Repayments	\$996,516,000	100%

As shown in Table 5 above, MED hotel assessments are assumed to cover \$699,212,000 or 70% of the total COP repayments. However, in accordance with the MED Plan, the MED hotel assessments could generate a maximum allowable \$5,766,814,000 over the 32-year term of the district, which assumes 10% annual increases. However, such 10% annual increases are not projected to occur, such that the actual collections are likely to be considerably less.

As also shown in Attachment III, during the first eight years of these future repayments from 2019 through 2026, there could potentially be insufficient revenues generated by the hotel assessments, such that the City would be required to make additional net impact contributions of a maximum of \$6,315,000 in 2019 decreasing to \$725,000 in 2026, which would be paid back through MED assessment surpluses in later years, as future hotel revenues and assessments increase. Under the MED's Management District Plan, the City would have the discretion to apply any annual MED assessment surpluses as are in the best interests of the City.

Ms. Sesay estimates MED surplus assessment revenues totaling \$169,874,000 would be applied as follows: (a) to fund a \$15,000,000 Stabilization Fund, which would be used in any year when lower than expected MED collections are received, to be replenished through the term of the COPs, (b) to fund an estimated \$25,487,000 sinking fund to make debt service payments in the two years beyond the term of the District in 2046 and 2047, (c) to fund an estimated \$28,750,000 prior year deficits paid by the City and then reimbursed by MED, and (d) to fund an estimated \$100,637,000 for potential additional expansions of the Moscone Convention Center in the future, as detailed in Attachment III.

⁹ The estimated \$699,212,000 to repay the COPs is in addition to the initially available \$82,625,000 from the hotel assessments and an estimated \$12,831,000 for furniture, fixtures and equipment.

¹⁰ Zone 1 hotel assessments through December 31, 2013 would remain at the currently proposed rate of 0.5% of gross revenues.

FISCAL FEASIBILITY ANALYSIS

As discussed in the Mandate Statement Section above, Chapter 29 of the City's Administrative Code requires that certain projects be submitted to the Board of Supervisors for approval of the project's fiscal feasibility prior to submitting the project to the Planning Department for environmental review if: (a) the project is subject to environmental review under the California Environmental Quality Act (CEQA); (b) total project costs are estimated to exceed \$25,000,000; and, (c) construction costs are estimated to exceed \$1,000,000. Mr. Van de Water advises that if the Board of Supervisors approves the proposed resolution finding that the Moscone Expansion Project is fiscally feasible, the City will immediately proceed with environmental review in accordance with CEQA.

Chapter 29 of the City's Administrative Code specifies five areas for the Board of Supervisors to consider when reviewing the fiscal feasibility of a project, including: (1) direct and indirect financial benefits to the City; (2) construction costs; (3) available funding; (4) long term operating and maintenance costs; and (5) debt load carried by the relevant City Department. Chapter 29 also limits the definition of "fiscal feasibility" to mean only that the project merits further evaluation and environmental review. The finding that the proposed Moscone Convention Center project is fiscally feasible does not commit the Board of Supervisors to future approval of environmental findings under the California Environmental Quality Act (CEQA) or approval of any future contracts or agreements related to the Moscone Convention Center expansion and renovation project.

(1) Direct and Indirect Financial Benefits to the City**Direct Benefits**

According to the San Francisco Travel Association (SF Travel)¹¹, a total of 16.35 million tourists visited San Francisco in 2011, spending approximately \$8.46 billion, which generated a total of \$526,271,694 of additional revenues for the City and County of San Francisco. Of this total 2011 tourist activity, SF Travel estimates that approximately 21 percent of the total spending or approximately \$1.8 billion was related to conventions, trade shows and group meetings, or a calculated amount of approximately \$110.5 million of tax and related revenues to the City.

On March 16, 2012, Jones Lang LaSalle Hotels (JLLH) submitted a comprehensive review¹² on the performance of Moscone's existing facilities, competitive environment, the potential for expansion and a hotel market analysis to the TID. This JLLH review concluded that the most likely scenario currently proposed for the Moscone Expansion Project would result in positive increased visitor spending in FY 2017-18 of approximately \$56.6 million, resulting in additional

¹¹ San Francisco Travel Association's 2011 Visitor Industry Economic Impact Estimates, prepared by Economic Research Associates.

¹² Moscone Convention Center Expansion: Cost Benefit Phase II Analysis prepared for the San Francisco Tourism Improvement District Management, March 16, 2012.

tax benefits (hotel taxes, retail sales taxes and gross receipts taxes¹³) to San Francisco of approximately \$5.8 million. Such visitor spending is projected to increase each year up to \$76.8 million in FY 2021-22, which is estimated to generate additional annual tax benefits of \$7.6 million to San Francisco.

Indirect Benefits

The JLLH review estimated a net increase of 3,480 local jobs from FY 2014-15 through FY 2021-22 would be created as a result of the proposed expansion of Moscone, primarily resulting from direct, indirect and induced visitor spending, or up to 945 annual jobs by FY 2021-22. In addition, based on the recent Controller's model estimates of 8.92 direct and indirect jobs created per \$1 million of construction, and assuming an estimated \$270 million to \$382 million for construction of the proposed Moscone Expansion Project, this Project will generate an additional approximately 2,408 to 3,407 one-time construction related jobs.

(2) Construction Costs

As discussed above and detailed in Attachment II, the proposed Moscone Expansion Project is estimated to not exceed \$500,000,000, including preliminary estimated costs of \$381,726,465 for the principal construction contract, which includes (a) a construction escalator, (b) a design contingency, and (c) a construction contingency. Assuming total construction costs of \$382 million, and based on the proposed Moscone Expansion Project resulting in an additional increase of 371,000 total square feet, the proposed Moscone Expansion Project construction alone will cost approximately \$1,030 per square foot.

According to Mr. Mebrahtu, all of these costs are preliminary estimates. As the project proceeds, more detailed estimates, validation and refinements of projects costs will occur. Mr. Mebrahtu advises that if project costs are higher than estimated due to unforeseen conditions, prior to or after the commencement of the construction, the project will be scaled back, such that the completed project would not exceed \$500 million.

Mr. Mebrahtu advises that a small portion of the improvements that were completed under the recent \$56 million renovation of Moscone, such as the elevator and escalator upgrades, may need to be removed and reinstalled, as part of the Moscone Expansion Project. However, Mr. Mebrahtu notes that the recently renovated men's and women's restrooms in the existing Esplanade Ballroom support building at 3rd and Howard Streets would be demolished under the proposed Moscone Expansion Project. As of the writing of this report, there was no estimate of the cost of recent renovations, which would be required to be removed as part of the proposed Moscone Expansion Project.

(3) Available Funding

As discussed above and shown in Attachment III, DPW's estimated construction cost of up to \$500 million for the five-year Moscone Convention Center Expansion is projected to be initially funded with (a) \$5,238,860 of available City General Funds¹⁴, and (b) \$82,625,000 of available

¹³ This study actually computed Payroll Taxes, which were recently changed to gradually be replaced with Gross Receipts Taxes.

¹⁴ The FY 2012-13 budget appropriated \$1,700,000 of General Fund revenues and the FY 2013-14 budget is anticipated to include \$3,538,860 of General Fund revenues for the Moscone Convention Center Expansion Project.

MED funds¹⁵. The balance of the total estimated cost of \$1,105,915,860 from all sources for the proposed Moscone Expansion Project would be funded with an initial estimated \$67,493,140 of commercial paper to be repaid with issuance of longer term financing with an estimated \$483,695,000 COPs. Therefore, a total of \$87,863,860 (\$5,238,860 plus \$82,625,000), or approximately 8% of the total \$1,105,915,860 project costs would be immediately available funds, subject to approval of the MED hotel assessment district.

(4) Ongoing Maintenance and Operating Costs

In FY 2011-12, the City received a total of \$22,654,673 of operating income from Moscone, including rental income, catering and concession revenues and other operating revenues and incurred operating expenses totaling \$26,883,055 for direct operations, management expenses and overhead. As a result, there was a net FY 2011-12 operating loss of \$4,228,382, which was funded by the City's General Fund. The annual net operating loss is projected to increase to approximately \$5,000,000 in FY 2012-13 and FY 2013-14, to be covered by the City's General Fund.

According to Mr. Noguchi, with completion of the proposed Moscone Expansion Project in 2018, annual operating income is projected to increase to a total of \$35.5 million, with operating expenses increasing to a total of \$41.8 million, or an estimated net operating loss of \$6.3 million in FY 2017-18, an increase of approximately \$1.3 million annually from the \$5 million in FY 2012-13 and FY 2013-14. Such net operating losses are projected to continue and would need to be funded by the City's General Fund.

(5) Debt Load

As discussed above, the current long term Moscone debt obligations total approximately \$370.4 million for the City, or annual payments of approximately \$30 million through 2019, declining to approximately \$11 million through 2030 from dedicated Hotel Tax revenues. In addition, the City recently completed a \$56 million renovation of Moscone, to be funded with COPs to be issued in the near future, and repaid with TID hotel assessments plus an estimated \$8.2 million of General Funds annually through 2018.

The proposed Moscone Convention Center Expansion is projected to be funded with an estimated \$483,695,000 COPs for 30 years, at a conservative 6% interest rate, for a total cost of \$996,516,000, including \$483,695,000 of principal and \$512,821,000 of interest, or an average annual payment of \$35,590,000. The total \$996,516,000 COPs principal and interest cost would be repaid with (a) a conservatively estimated total of \$699,212,000 from annual MED assessments from 2013 through 2045, and (b) a total of \$297,304,000 of annual City General Fund contributions from 2019 through 2047, ranging from \$8,200,000 to \$10,700,000 per year. During the first eight years of these future repayments from 2019 through 2026, there could potentially be insufficient revenues generated by the hotel assessments, such that the City would be required to make additional contributions of a maximum of \$6,315,000 in 2019 decreasing to

¹⁵ Of the total estimated \$82,625,000, \$3,000,000 is available from the existing TID and the remaining \$79,625,000 would come from new hotel assessments under the proposed new TID over the first five years.

\$725,000 in 2026, which would be paid back through MED assessment surpluses in later years, as future hotel revenues and assessments increase.

As discussed above, MED surplus assessment revenues totaling \$169,874,000 would be used: (a) to fund a \$15,000,000 Stabilization Fund, (b) to fund a \$25,487,000 sinking fund, (c) to fund \$28,750,000 of prior year deficits paid by the City, and (d) to fund \$100,637,000 for potential additional expansions of the Moscone Convention Center.

The City and the Office of Community Investment and Infrastructure (successor agency to the SFRA) currently own Moscone and the City would own the proposed Moscone expansion area. In addition, the City would issue the proposed COPs, such that the City would ultimately be liable for repayment of the COPs debt. However, as noted above, as part of the proposed ordinance (File 13-0016) the City is including the issuance of Assessment Notes, which according to Mr. Mark Blake, Deputy City Attorney, would provide the legal underpinnings in the validation action relating to the (a) formation of the hotel assessment district, and (b) levy of the hotel assessments. Mr. Blake advises that a successful validation action will ensure that a portion of debt service on the COPs will be offset from assessments levied on hotels in the Moscone Expansion District.

CONCLUSIONS

Moscone Convention Center (Moscone North, South and West) currently includes a total of 1,043,000 gross square feet, which is projected to increase to 1,414,000 square feet, an increase of 371,000 square feet, or over 35%, at a cost of up to \$500 million. Including the cost of financing, the not-to-exceed \$500 million for the Moscone Expansion Project is estimated to cost a total of \$1,105,915,860, including (a) \$5,238,860 of available General Funds, (b) \$82,625,000 of available MED funds, (c) \$21,536,000 for furniture, fixtures, equipment and additional rental costs, and (d) \$996,516,000 for Certificates of Participation (COPs) total debt service.

The \$996,516,000 Moscone Convention Center Expansion COPs principal and interest cost would be repaid with (a) conservatively estimated \$699,212,000 from annual MED assessments from 2013 through 2045, and (b) a total of \$297,304,000 of City General Fund contributions from 2019 through 2047, ranging from \$8,200,000 to \$10,700,000 per year. During the first eight years of these future repayments from 2019 through 2026, there could potentially be insufficient revenues generated by the hotel assessments, such that the City would be required to make additional net contributions of a maximum of \$6,315,000 in 2019 decreasing to \$725,000 in 2026, which would be paid back through MED assessment surpluses in later years, as future hotel revenues and assessments increase. Ms. Sesay estimates MED surplus assessment revenues totaling \$169,874,000 would be used to pay back these shortfalls and fund necessary other reserve accounts.

Finding of Fiscal Feasibility

The proposed expansion of Moscone would:

- (1) yield annual additional tax revenues to the City of approximately \$5.8 million in FY 2017-18 up to \$7.6 million in FY 2021-22;

(2) generate an estimated 2,408 to 3,407 new one-time construction jobs and up to 945 ongoing, permanent jobs by FY.2021-22;

(3) provide an estimated \$382 million in construction expenditures for an additional 371,000 total square feet, or an estimated \$1,030 per square foot;

(4) be financed with \$82,625,000 of available hotel assessment fees, subject to separate approval based on the results from hotels ballots and by resolution of the Board of Supervisors and \$5,238,860 of available City General Funds, or approximately 8% of the total \$1,105,915,860 project costs;

(5) increase Moscone's ongoing maintenance and operating costs by approximately \$1.3 million annually, to be paid by the City's General Fund; and

(6) result in total \$996,516,000 COPs principal and interest cost to be repaid with (a) conservatively estimated \$699,212,000 from MED hotel assessments from 2013 through 2045, and (b) \$297,304,000 of General Fund contributions from 2019 through 2047, ranging from \$8,200,000 to \$10,700,000 per year.

Establishment of the Moscone Expansion District and Levying of Assessments

On November 20, 2012, the Board of Supervisors approved a Resolution of Intent (File 12-0989; Resolution 416-12) to form a new 32-year Moscone Expansion District, assessing hotels rates as shown in Table 1 above. The results of the voting on the election for this Moscone Expansion District will not be known until February 5, 2013, when the ballots are tabulated and the Board of Supervisors will consider approving a resolution to establish the Moscone Expansion District and levy the proposed hotel assessments (File 13-0043). However, the Budget and Finance Committee will be holding a public hearing and considering approval of the subject resolution to determine the fiscal feasibility and two proposed ordinances to issue COPs and appropriate the COP proceeds on January 30, 2013, prior to the determination of the outcome of the hotel assessment vote and approval by the Board of Supervisors. As discussed above, the proposed fiscal feasibility is predicated on receiving an estimated \$82,625,000 of initially available hotel assessment revenues and a conservatively estimated \$699,212,000 from these annual MED hotel assessments from 2013 through 2045 to fund the proposed Moscone Expansion Project.

Therefore, the Budget and Legislative Analyst advises that the proposed Moscone Expansion Project is not fiscally feasible without these additional annual hotel assessments. Therefore, the Board of Supervisors should not find the proposed Project fiscally feasible if (a) the Moscone Expansion District is not established, based on the results of the pending election by the hotels and (b) subsequently approved by resolution by the Board of Supervisors on February 5, 2013 (File 12-1201). Similarly, the Board of Supervisors should not approve the accompanying ordinances to authorize the issuance of up to \$507,880,000 of COPs (File 13-0016) and appropriate the COP proceeds (File 13-0015), if the Moscone Expansion District is not approved on February 5, 2013.

However, if the hotel ballot results approve the creation of the proposed Moscone Expansion District and related assessments, which is subsequently approved by the Board of Supervisors, then based on the fiscal feasibility criteria and findings discussed above, the Budget and Legislative Analyst finds the proposed development to be fiscally feasible under Chapter 29 of the City's Administrative Code. Therefore, the proposed resolution and ordinances should be

amended to clarify that approval is subject to approval of the proposed resolution (File 13-0043), which will not be determined by the Board of Supervisors until February 5, 2013.

RECOMMENDATIONS

1. Amend the proposed resolution (File 12-1201) and the two proposed ordinances (Files 13-0016 and 13-0015) to add a Further Resolved clause that the Board of Supervisors finds the proposed Project is fiscally feasible and responsible subject to the approval by the Board of Supervisors to create and levy the associated MED hotel assessments (File 13-0043) on February 5, 2013, when the Board of Supervisors will consider this matter.
2. Approve the proposed resolution and ordinances, as amended.

City and County of San Francisco
 Moscone Long Term Lease Obligations -- City as Lessee¹ and Redevelopment Agency Hotel Tax Revenue Refunding Bonds

FY	1992 Lease Revenue Bonds (North) ²		2011B Moscone Refunding COP (North) ²		2011A Moscone Refunding COP (South) ³		2011 Hotel Occupancy Tax Revenue Refunding Bonds ⁴		Total Long-term Obligations Debt Service		2008-1,-2 Finance Corporation Moscone Lease Revenue Bonds ⁵ (West)		All Moscone Long Term Obligations	
	Total Debt Service	Total Debt Service	Total Debt Service	Total Debt Service	Total Debt Service	Total Debt Service	Total Debt Service	Total Debt Service	DEBT SERVICE	DEBT SERVICE	Debt Service	Debt Service	DEBT SERVICE	DEBT SERVICE
2013	12,820,000	2,971,400	1,268,850	3,172,400	20,232,650	9,700,385	29,933,035							
2014	6,705,000	7,256,350	2,199,600	3,083,800	19,244,750	9,710,526	28,955,276							
2015	ref. by 2002	13,957,550	2,293,150	5,100,350	21,351,050	9,711,429	31,062,479							
2016	ref. by 2002	13,963,850	2,380,650	5,018,750	21,363,250	9,902,250	31,265,500							
2017	ref. by 2002	13,957,250	2,471,050	4,945,350	21,373,650	9,914,170	31,287,820							
2018	ref. by 2002	13,956,250	2,566,375	4,829,750	21,352,375	9,919,199	31,271,574							
2019		9,998,875	2,674,625	5,995,750	18,669,250	10,081,281	28,750,531							
2020			2,772,875	4,520,250	7,293,125	10,029,250	17,322,375							
2021			2,797,750	4,497,000	7,294,750	10,167,138	17,461,888							
2022			2,791,500	4,501,500	7,293,000	10,288,895	17,581,895							
2023			2,789,500	4,492,000	7,281,500	10,196,539	17,478,039							
2024			2,372,000	4,653,750	7,025,750	10,294,101	17,319,851							
2025			2,398,500	4,677,750	7,076,250	10,375,534	17,451,784							
2026						10,440,836	10,440,836							
2027						10,490,009	10,490,009							
2028						10,721,035	10,721,035							
2029						10,729,883	10,729,883							
2030						10,920,584	10,920,584							
		19,525,000	76,061,525	31,776,425	59,488,400	186,851,350	183,593,043	370,444,393						

¹ 1988 Lease Revenue Bonds RETIRED on July 1, 2004 by 1992 Bonds Cross-Over Refunding
² 1992 Current Interest Lease Revenue Bonds REFUNDED by 2002 Lease Revenue Bonds and REFUNDED by 2011B Moscone COP. Only CABS (no semi-annual interest) remain outstanding
³ 1994 Lease Revenue Bonds REFUNDED by 2004 Lease Revenue Bonds and REFUNDED by 2011A Moscone COP.
⁴ 2011 Hotel Occupancy Tax Revenue Refunding Bonds refunded the Series 1994 and 1998 Hotel Occupancy Tax Revenue Bonds
⁵ (a) Mandatory sinking fund principal amortization schedule assumes level debt service if the average coupon is a constant 3.25% (each series identical in structure). Please keep in mind the interest rate is an estimate and is subject to change.
 (b) Liquidity fee is .7100% annually, based on outstanding par.
 (c) Remarketing fee is .0725% annually, based on outstanding par.

Moscone Expansion Project Budget

Attachment II

Job No: 7731A					Date:
Project: Moscone Expansion Project					Location:
		Amount			% of CP&I (un)
		CITY	MED	City+MED	
TOTAL PROGRAM BUDGET		404,544,001	95,456,000	500,000,000	100.0%
1. PRECON, CONSTRUCTION, DEMOLITION AND ABATEMENT		335,743,257	52,503,208	388,246,465	77.6%
1.0 Misc./Other Construction				0	
1.1 Principal Construction Contract				381,726,465	
1.2 Hazardous Materials Construction/Abatement				0	
1.3 EIR Mitigation Requirements				6,520,000	
1.4 Reimbursables		2,000,000		2,000,000	
2. SOFT COST - 3. SITE CONTROL - 4. PROGRAM COSTS - 5. FF&E		68,800,744	42,952,792	111,753,536	22.4%
2.0 ART ENRICHMENT		5,446,239	0	5,446,239	2%
2.1 CLIENT DEPARTMENT SERVICES		900,000	1,519,000	2,419,000	0%
2.2 DPW PROJECT MANAGEMENT		5,850,000	210,000	6,060,000	1.2%
2.3 ADMINISTRATIVE SERVICES		2,330,000	300,000	2,630,000	
2.4 REGULATORY AGENCY APPROVALS		8,486,595	197,792	8,684,297	
2.5 A/E/C SERVICES		10,208,000	27,895,000	38,103,000	10.8%
3. SITE CONTROL		1,200,000	0	1,200,000	
4. OTHER PROGRAM COSTS		33,780,000	0	33,780,000	
4.0 - Unallocated Program Reserve		33,780,000		33,780,000	
5. FURNITURE, FIXTURES & EQUIPMENT		0	12,831,000	12,831,000	

OFFICE OF THE MAYOR
SAN FRANCISCO



EDWIN M. LEE
BOARD OF SUPERVISORS
SAN FRANCISCO

2013 JAN -8 PM 2:21

TO: Angela Calvillo, Clerk of the Board of Supervisors
FROM: *for* Mayor Edwin M. Lee *JE*
RE: Appropriating \$507,880,000 of Certificate of Participation proceeds for the Moscone Center Expansion Project in the Office of the City Administrator for FY12-13
DATE: January 8, 2013

Attached for introduction to the Board of Supervisors is the ordinance appropriating \$507,880,000 of Certificate of Participation (COPs) proceeds to fund the Moscone Center Expansion Project in the General Services Agency – Office of the City Administrator for FY12-13 and placing these funds on Controller's Reserve pending issuance of the COPs or associated commercial paper used for cash flow purposes in FY12-13.

Please note this item is cosponsored by Supervisor Kim.

I request that this item be calendared in Budget and Finance Committee.

Should you have any questions, please contact Jason Elliott (415) 554-5105.

cc. Supervisor Jane Kim

130015 ✓

MOSCONE EXPANSION PROJECT

Ordinance Authorizing COP Issuance
Supplemental Appropriation For COP
Resolution Finding Fiscal Feasibility

Budget & Finance Committee – 01.30.13

Overview

1. The Need
2. The Project
3. Project Financing
4. Fiscal Feasibility Determination
5. Project Schedule
6. 3 Action Items Today:
 - ❑ Ordinance Authorizing the Issuance of Certificates of Participation (COPs)
 - ❑ Ordinance Appropriating \$507,880,000 of COPs
 - ❑ Resolution Finding Fiscal Feasibility

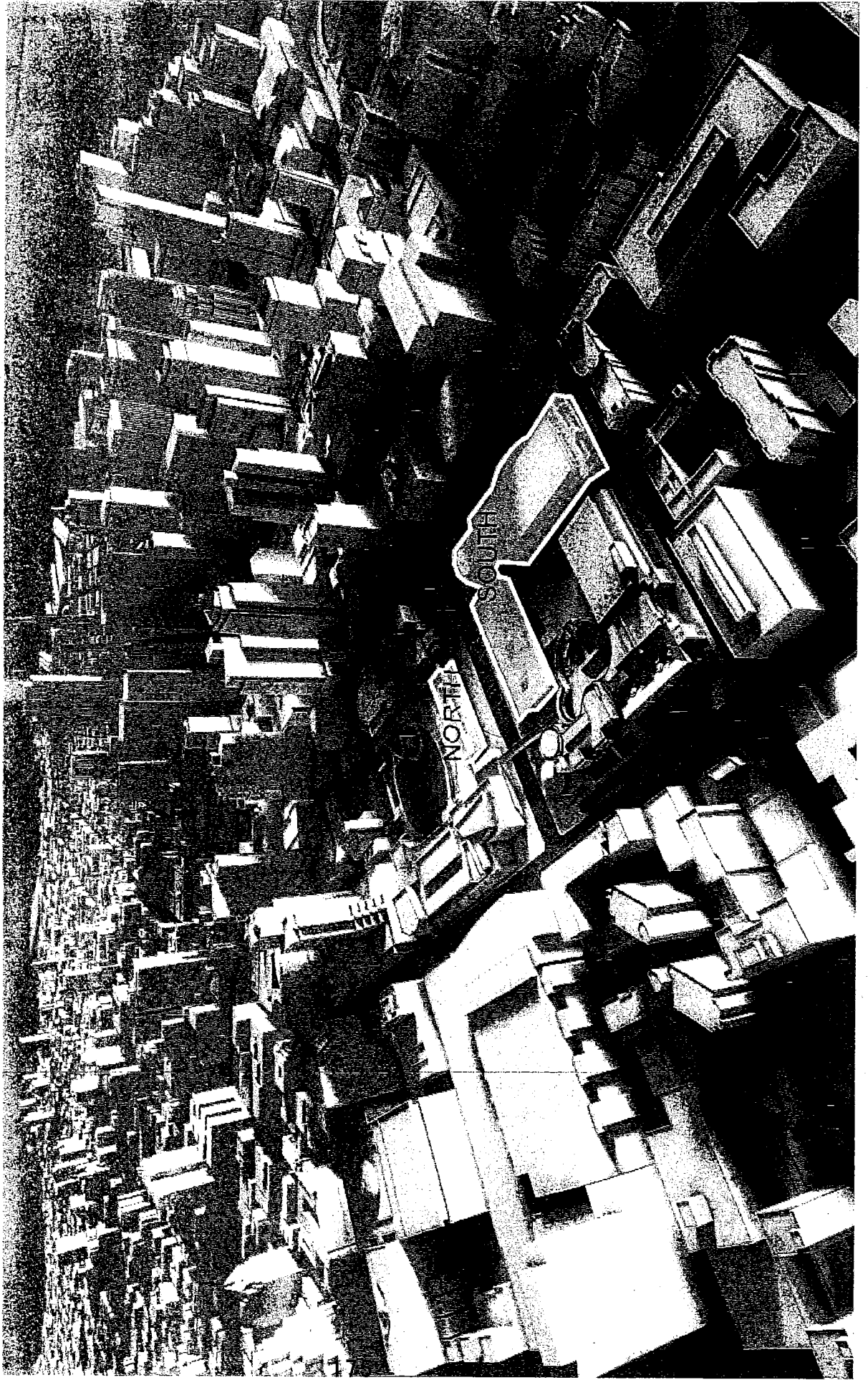
Moscone Expansion: The Need

- At Capacity
- Demand for Additional Contiguous Space
- Major Economic Engine
 - ▣ 2011 tourism: 16.35M visitors to San Francisco spent \$8.46B, generating \$526M in tax revenues for the City and County and supporting 71,403 local jobs.
 - ▣ Conventions accounted for \$1.79B, or 21% of \$8.46B and 27% of all hotel room occupancy
- Independent Study: \$2B in foregone direct spending 2010-2019
- Success of \$56M Tourist Improvement District (2012)
 - ▣ LEED Gold interior renovation completed on-time, on-budget

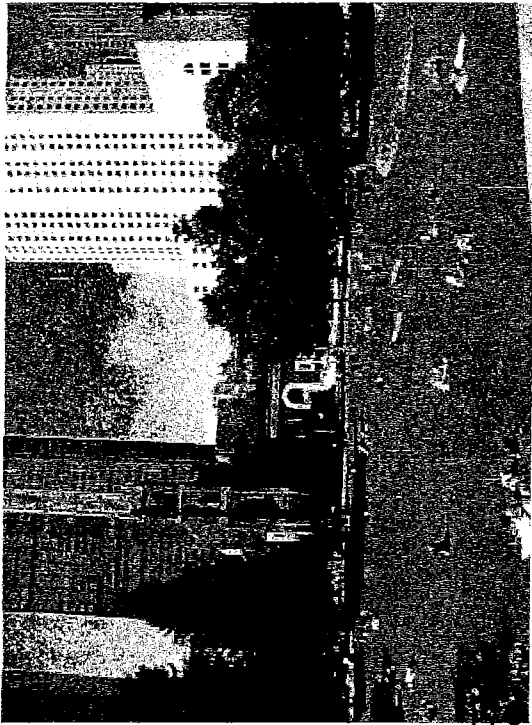
Moscone Expansion Project Goals

- Add ~400,000ft²:
 - Meeting rooms: +26,000SF to 85,000SF
 - Exhibition hall expansion: +80,000SF to 520,000SF
 - Multi-purpose space: +87,000SF to 129,000SF
 - Loading, service, support: +178,000SF to 681,000SF
- Maintain continuous revenue generating operation
- Maximize contiguous exhibition space below grade
- Improve streetscape, connectivity, bicycle/pedestrian safety and sense of arrival in collaboration with Central Corridor Plan

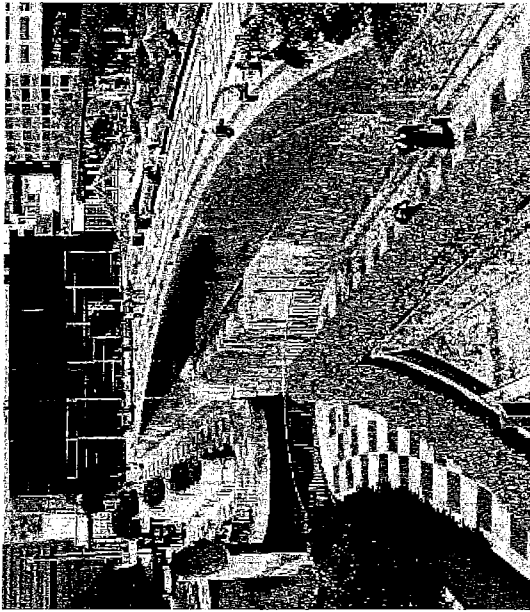
Moscone Expansion Study Area



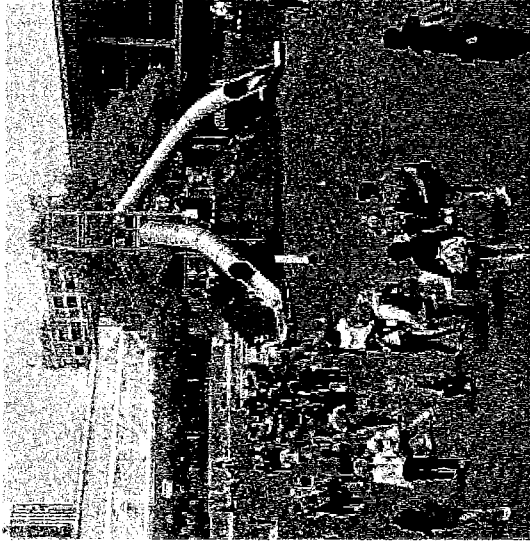
Existing Conditions



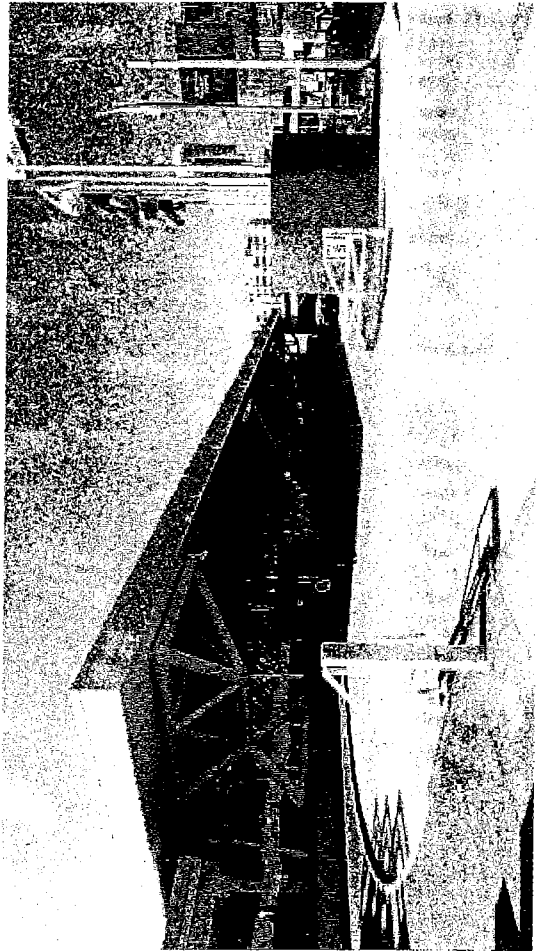
VERBA BUENA GARDENS



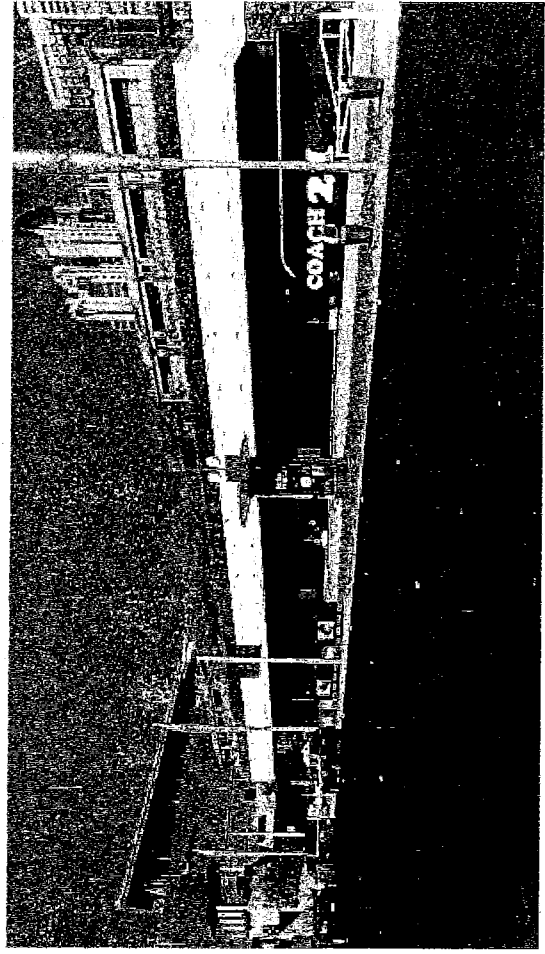
MLK MEMORIAL



PLAY CIRCLE



HOWARD STREET LOOKING AT SOUTH LOBBY



HOWARD STREET LOOKING AT NORTH LOBBY

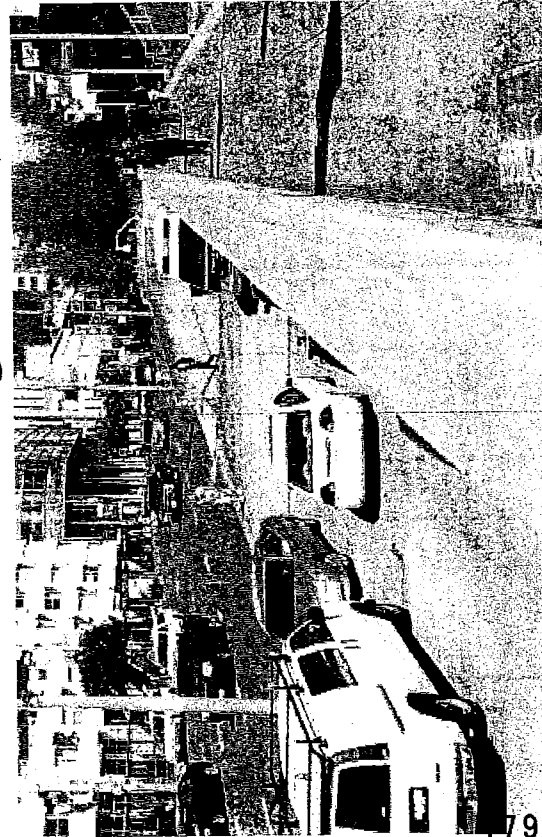
Fiscal Feasibility Determination

- Required by Admin Code, Chapter 29
- Net San Francisco benefits:
 - \$734M direct and indirect impact through FY2026
 - \$5.8-\$7.6M/year in additional General Fund tax collections
 - 3,480 net increase in local jobs through FY2022
 - 3,407 one-time construction-related jobs
- Leverages private sector to meet convention demand
- Limited risks to General Fund and long term debt capacity should hotels vote to adopt the District formation
- Public benefits to surrounding streetscape, bike/pedestrian safety, tourism, and operations & maintenance

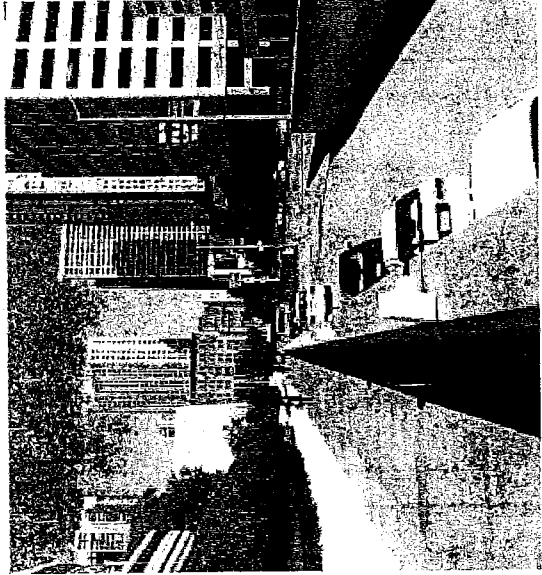
Cost and Available Funding

- \$500M Cost of Construction
 - DPW to provide project management and fiscal oversight
- Funding:
 - Two-thirds from MED assessment revenues
 - Hotels closest to Moscone pay up to 1.25% of room rates
 - Hotels west of Van Ness & North of 16th pay 0.3125%
 - One-third from General Fund contribution of:
 - Pre-development: \$1.7M in FY2013 and \$3.5M in FY2014
 - General Fund: \$8.2 - \$10.7 from FY2019-FY2045

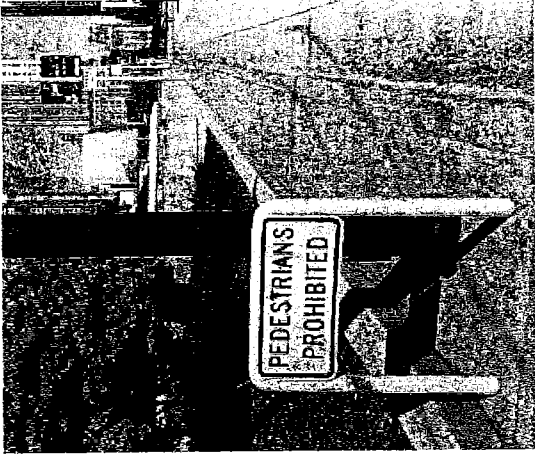
Existing Conditions



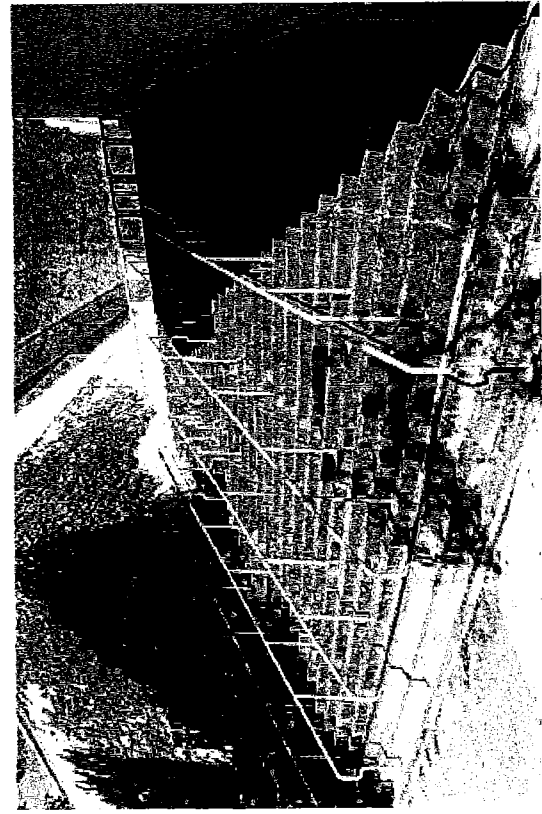
4TH STREET LOOKING NORTH



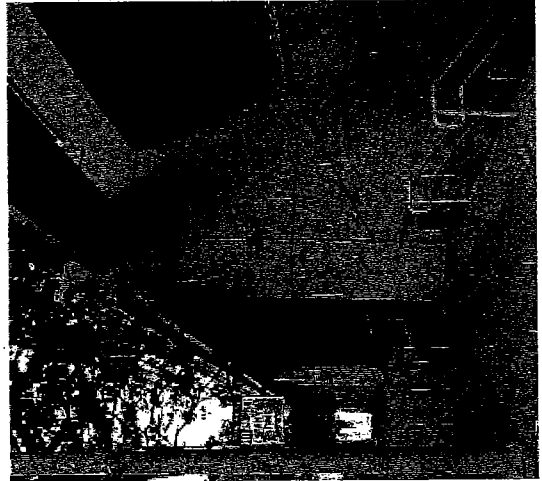
3RD STREET LOOKING NORTH



3RD STREET LOOKING NORTH



FOLSOM STREET LOOKING NORTH



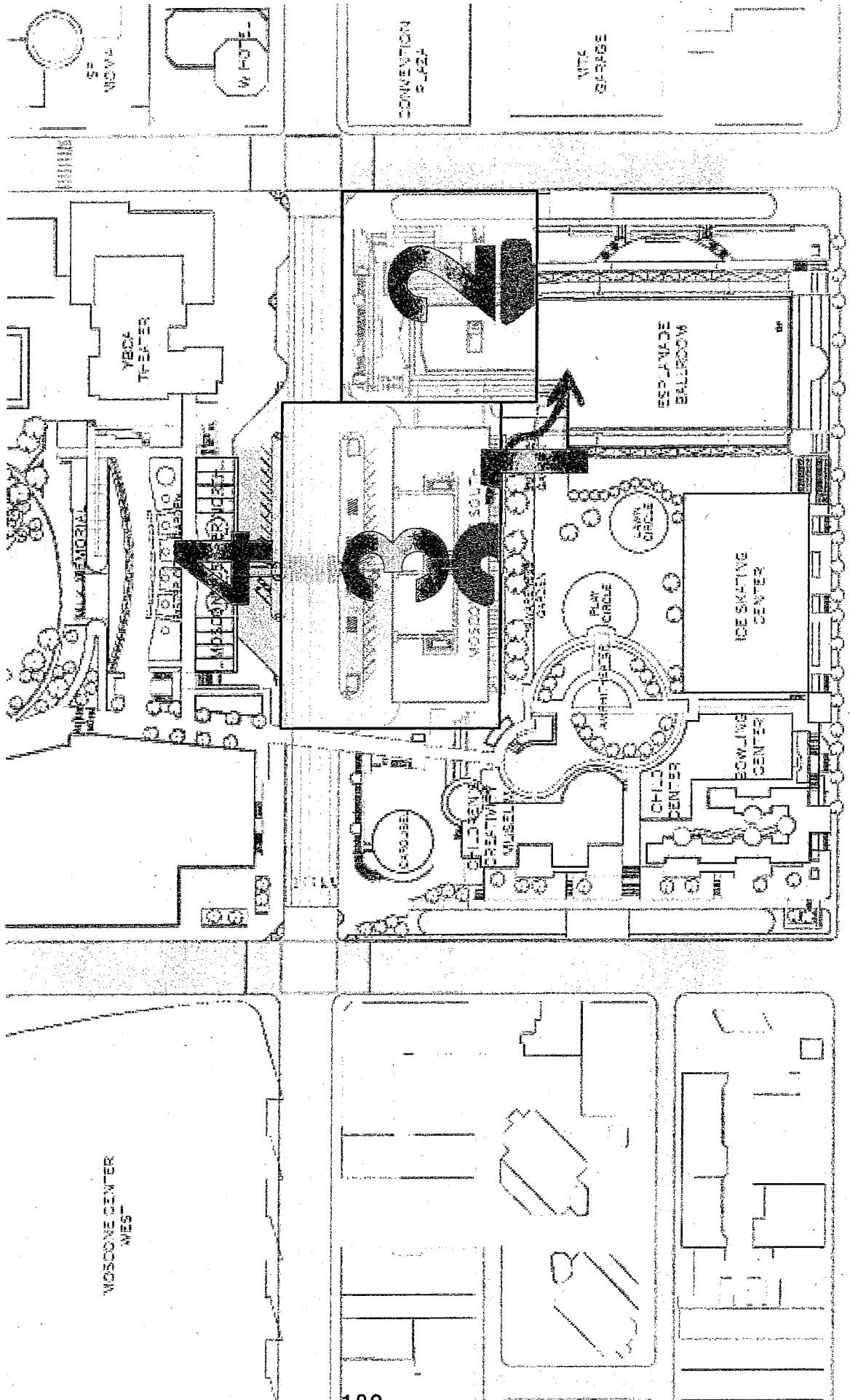
FOLSOM STREET LOOKING WEST

CURRENT ZONING REGULATIONS

Basic Zoning
 Use District: C-35
 Height Limit: 340 FT
 Base/Max F.A.R.: 5:17.5:1
 Relevant Permitted Uses: meeting hall, retail, office
 Relevant Conditional Uses: hotel
 Bulk district: 1. for buildings over 150 FT tall, 200 FT maximum diagonal and 170 FT maximum length

Selected Requirements
 Parking Required: none
 Maximum Parking: varies by use (7% of F.A.R. for office uses, 0.25 to 1 space per residential unit depending on size of unit and type of parking)
 Loading Berths Required: 2
 Public Open Space: 1:50 SF
 Public Art: 2% of construction budget

Project Sequence 2014-2018



Estimated Plan of Finance

Anticipated Aggregate Sources of the Project

Sources	District Assessments		Certificates		Total Sources
	City Contributions Through FY 2013-14	Expansion District Assessments	Commercial Paper	Certificates	
City Contributions Through FY 2013-14	\$ 5,238,860	\$ -	\$ -	\$ -	\$ 5,238,860
Expansion District Assessments	-	82,625,000	-	-	82,625,000
**Certificates	-	-	67,493,140	331,812,000	399,305,140
Total Sources	\$ 5,238,860	\$ 82,625,000	\$ 67,493,140	\$ 331,812,000	\$ 500,000,000

** Certificates includes anticipated draws on commercial paper for project costs and excludes commercial paper interest, program fees, and ancillary costs.

Ordinance Authorizing COP Issuance

- Finance Instrument: Up to \$507.9M Certificates of Participation (assumed interest rate of 6%), use of Commercial Paper in the interim
- COP Issuance Date: January 2017
- Final Maturity: FY 2047
- MED Assessments Available to the Project: 87.5% to 82.5% by 2023
- Annual City Contribution: \$8.2 (FY 2019) to \$10.7M (FY2028) thru 2047
- Excess Revenues: \$169.9M (Per Attachment III)
 1. Stabilization Fund of \$15M
 2. Prior Years Deficits (\$28.8M)
 3. Sinking Fund (\$25.5M)
 4. Future Moscone Development and Capital Improvement to Moscone Center Campus (\$100.6M)

Supplemental Appropriation for COPs

Anticipated Sources and Uses from the Issuance of the Certificates

Not to Exceed		\$ 507,880,000
Sources		
Certificates Expected Par Amount		<u>483,695,000</u>
Total Sources		483,695,000
Uses		
Project Fund Deposit		\$ 401,349,750
** Project Fund	400,551,140	
Controller's Audit Fund	798,610	
Debt Service Reserve Fund		35,592,500
Capitalized Interest Fund thru 9/2018		41,114,075
Other Cost of Issuance		801,725
Other Underwriter's Discount		<u>4,836,950</u>
Total Uses		483,695,000
Reserve Pending Sale		<u>24,185,000</u>
Not to Exceed		\$ 507,880,000

** Project fund includes repayment of commercial paper.

Schedule

Date	Milestone
Nov 20, 2012	Unanimous BOS Vote Approving Resolution of Intent & Management District Plan
Dec 7, 2012	Dept. of Elections Mailed Ballots
Jan 14, 2013	Capital Planning Committee Recommended
Jan 30, 2013	B&F Hearing on COPs and Fiscal Feasibility
Feb 5, 2013	Public Hearing, Ballot Tabulation, BOS Vote Resolution to Establish, 2 Ordinances to Issue Bonds, and Resolution Finding Fiscal Feasibility
Feb 2013 – Nov 2014	Entitlement Process, including CEQA review
Feb – Jun 2013	Court Validation Action Period
Jul 2013 – Jul 2045	Moscone Expansion District Begins, Assessments Collected
Fall 2013	Issuance of Commercial Paper
Nov 2014 – 2018	Anticipated Construction (during breaks in reservations)
Jan 2017 – Jan 2047	Issuance of COPs

Three Action Items

1. Ordinance Authorizing the Issuance of Certificates of Participation (COPs)
2. Ordinance Appropriating \$507,880,000 of COPs
3. Resolution Finding Fiscal Feasibility

Should the Committee choose to authorize these items, suggest including language clarifying the Committee's action is subject to a weighted majority of district hotels affirming the formation of the

Moscone Expansion District on February 5

QUESTIONS?

Convention Facilities – John Noguchi

SF Travel – Joe D'Alessandro, Jon Ballesteros, Lynn Farzaroli

DPW – Edgar Lopez, Brook Mebrahtu

Controller's Office of Public Finance – Nadia Sesay

OEWD – Lisa Pagan, Kelley Kahn

Moscone – Dick Shaff

Budget & Finance Committee – 01-30-13

Caldeira, Rick

From: Calvillo, Angela
Sent: Wednesday, January 30, 2013 11:30 AM
To: Caldeira, Rick; Young, Victor; Nevin, Peggy
Subject: FW: Controller's Office, Office of Economic Analysis Report: Moscone Expansion Project, January 30, 2013

For the Hearing currently occurring in B&F.
Rick, Please make sure the Committee members received.
Thanks

Angela Calvillo
Clerk of the Board

From: Toy, Debbie
Sent: Wednesday, January 30, 2013 11:24
To: Calvillo, Angela; BOS-Supervisors; BOS-Legislative Aides; Kawa, Steve; Leung, Sally; Howard, Kate; Falvey, Christine; Elliott, Jason; Campbell, Severin; Newman, Debra; Rose, Harvey; sfdocs@sfpl.info; gmetcalf@spur.org; Matz, Jennifer; Lane, Maura
Cc: Egan, Ted; Liao, Jay; controller@sfgov.org
Subject: Controller's Office, Office of Economic Analysis Report: Moscone Expansion Project, January 30, 2013

The proposed legislation would authorize the City to issue approximately \$500 million in Certificates of Participation (COPs) to fund an expansion of the Moscone Convention Center. The expansion project would occur during the 2014-19 period. The COPs would be backed by the Moscone Center, which is owned by the City, and would be repaid through an assessment on San Francisco hotel revenues, and a General Fund contribution.

The Moscone Center is the city's primary means of attracting large conventions to San Francisco. These conventions are a major source of demand for the local tourism industry. The SF Travel Association and Jones Lang LaSalle Hotels (JLLH) have conducted market research that suggests San Francisco is at a competitive disadvantage against other cities with larger, more integrated convention facilities. Local hotels will benefit from greater demand for hotel rooms from more conventions. The City stands to benefit from owning a more valuable asset, and to the extent there is a positive economic and fiscal impact associated with the expansion.

The Office of Economic Analysis estimates that the expansion project can be expected to create an average of 790 jobs during the 2013-2019 construction spending period, peaking in 2017 and 2018 when the bulk of the construction spending is expected to occur. After completion, the city will have up to an additional 1,240 permanent jobs per year on average from spending by new visitors brought to the city by a larger convention center.

Further, the project will also likely create financial benefits for hotels, in the form of higher hotel rates that exceed the assessment they will be charged to fund the expansion. The City will also receive indirect tax benefits, through higher hotel, sales, and business taxes, that should exceed the City's General Fund contribution in the first full year of operation after the expansion and thereafter.

However, the city's fiscal and economic benefits will be limited by the the difficulty in expanding hotel capacity in San Francisco. If hotel capacity could be added more readily, more visitors could be accommodated and the economic and fiscal benefits to the city would be greater.

<http://co.sfgov.org/webreports/details.aspx?id=1531>

Debbie Toy

Executive Assistant to Monique Zmuda, Deputy Controller

City and County of San Francisco

Office of the Controller

City Hall, Room 316

1 Dr. Carlton B. Goodlett Place

San Francisco, CA 94102-4694

Tel: 415-554-7500

Fax: 415-554-7466

Email: debbie.toy@sfgov.org



CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER

Ben Rosenfield
Controller

Monique Zmuda
Deputy Controller

January 30, 2013

The Honorable Board of Supervisors
City and County of San Francisco
Room 244, City Hall

Angela Calvillo
Clerk of the Board of Supervisors
Room 244, City Hall

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2013 JAN 30 AM 10:44

Re: Office of Economic Analysis Impact Report for File Numbers 130015, 130016, and 130043

Dear Madam Clerk and Members of the Board:

The Office of Economic Analysis is pleased to present you with its economic impact report on file numbers 130015, 130016, and 130043, "Moscone Expansion Project." If you have any questions about this report, please contact me at (415) 554-5268.

Best Regards,

Ted Egan
Chief Economist

City and County of San Francisco

Office of the Controller – Office of Economic Analysis

Certificates of Participation to Fund the Moscone Expansion Project: Economic Impact Report

Office of Economic Analysis

January 30th, 2012

Item #130016



Outline of the Legislation

- The proposed legislation would authorize the City to issue approximately \$500 million in Certificates of Participation (COPs) to fund an expansion of the Moscone Convention Center.
- The expansion project would occur during the 2014-19 period.
- The COPs would be backed by the Moscone Center, which is owned by the City, and would be repaid through two sources, over the 2019-2047 period.
 - an assessment on the receipts of hotels in San Francisco, equaling 1.25% of revenues for hotels near the Moscone Center, and 0.3125% in the rest of San Francisco.
 - a General Fund contribution of between \$8 million and \$10 million per year.



City and County of San Francisco

Office of the Controller - Office of Economic Analysis

Background

- The Moscone Center is the city's primary means of attracting large conventions to San Francisco. These conventions are a major source of demand for the local tourism industry.
- The SF Travel Association and Jones Lang LaSalle Hotels (JLLH) have conducted market research that suggests San Francisco is at a competitive disadvantage against other cities with larger, more integrated convention facilities.
- Hotels in the city have formed the San Francisco Tourism Improvement District (TID) as a means to assess themselves to invest in facilities that develop the tourism industry in the city.
- The proposed Moscone expansion will be jointly funded by the TID and the City. The TID will benefit from greater demand for hotel rooms from more conventions. The City stands to benefit from owning a more valuable asset, and to the extent there is a positive economic and fiscal impact associated with the expansion.



Economic and Fiscal Impact Factors

- The overall economic impact of the expansion is the combination of both positive and potential negative impacts.
- Positive impacts:
 - Increased construction spending in San Francisco
 - Increases in convention attendees, leading to increased demand for hotel rooms, net increase in visitors, and higher hotel rates.
 - Increased spending associated with net increase in visitors.
 - Potential increase in the value of the City-owned asset and higher fee payments from convention organizers.
- Potential negative impacts:
 - Financing costs: TID assessment costs on hotels
 - Financing costs: opportunity cost of General Fund support
 - Repayment risk to the City



City and County of San Francisco

Office of the Controller – Office of Economic Analysis

Economic Impact Assessment: Construction and Financing Costs

- Construction and financing costs: The project is expected to cost approximately \$500 million, spent between 2014 and 2019.
- It will be funded through the issuance of COPs that will be paid back over a 29-year period beginning in 2019.
- At a conservative assumption of 6% interest, financing costs will equal \$35.5 million per year for 29 years, and total amount financed will be roughly double the construction cost. Actual financing costs will depend on market conditions and will likely be less than 6% based on past experience.
- Two-thirds of the financing cost will be borne by the hotels, with one-third falling on the City's General Fund.
- However, the City's General Fund contribution to the financing is equal to what the City currently spends promoting San Francisco through the SF Travel Association. The City's contribution can thus be seen as a continuation of its capital investment in Moscone.



Economic Impact Assessment: New Convention Capacity and Hotel Demand

- Based on JLLH research, convention attendance is expected to increase to 1.207 million per year by 2020-21 without the expansion¹.
- With the expansion, according to JLLH projections, convention attendance will increase to 1.474 million per year²—an increase of 267,000 attendees annually.
- With an average stay of 3.5 days, the expansion would produce an annual increase in demand of 934,500 room-nights.

1 – Jones Lang LaSalle Hotels, *Moscone Convention Center Expansion, Phase II Cost Benefit Analysis*, March 16, 2012; p. 42.
2 – Jones Lang LaSalle Hotels, *Moscone Convention Center Expansion, Phase II Cost Benefit Analysis*, p. 48.



City and County of San Francisco

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Economic Impact Assessments: Hotel Capacity, Planned Supply, and Net New Visitors

- More detailed econometric research would be required to precisely estimate how this increase in demand would lead affect hotel revenues, occupancy, and rates. Nevertheless, some impacts are clear given the readily-available data.
- JHHL has reasonably assumed a maximum possible hotel occupancy rate of 87.6%, while PKF Consulting has reported that San Francisco hotels have already achieved an 83% occupancy for 2012 (through November).
- JHHL further notes that the development pipeline for hotels is limited, with just two projects planned in the Moscone area, accounting for only about 250 rooms.
- If these projects were built and existing hotels in the city all reached their maximum feasible capacity, with no other source of growth in the local hotel industry, 65% of new convention demand could be accommodated without displacing other, non-convention-attending, hotel guests.
- This suggests the maximum number of net new hotel guests generated by the Moscone expansion could be 175,000 per year, or 65% of the new convention attendance.



Economic Impact Assessment: New Visitor Spending

- The SF Travel Association produces annual estimates of visitor spending. These estimates do not distinguish between convention attendees and other visitors to San Francisco.
- Based on SF Travel's spending profiles, the up to 175,000 net new visitors will spend a maximum of \$180 million per year (in 2011 \$), in the following spending categories:
 - Lodging: \$61 million
 - Restaurants: \$36 million
 - Retail (including exhibitors): \$48 million
 - Entertainment: \$15 million
 - Transportation: \$19 million



Economic Impact Assessment: Rate Impacts and Repayment Risk

- Given the limited capacity of the local hotel industry to absorb the demand that the Moscone expansion will create, hotel rates will likely rise, because of the project, by a greater percentage than the TID assessment.
- Thus, from the perspective of the hotel industry, the expansion project is likely to pay for itself.
- It also suggests that the City's repayment risk associated with the COPs is minimal.



Economic Impact Assessment: REMI Model Analysis

- The Office of Economic Analysis's REMI model of the San Francisco economy was used to estimate the city-wide economic effects of the impacts discussed in this report.
- Specifically, we modeled the impact of:
 - \$500 million in construction spending spread over the 2014-19 period.
 - \$180 million in annual visitor spending beginning in 2020 until 2045.
 - \$0 impact in higher hotel assessment costs, as hotel rate increases from the project should more than offset any negative impact of the assessment on the hotel industry.
 - \$8 - \$10 million annual reduction in local government spending because of the General Fund support of the project.
- All of these effects create multiplier effects in the local economy which the REMI model calculates and totals.

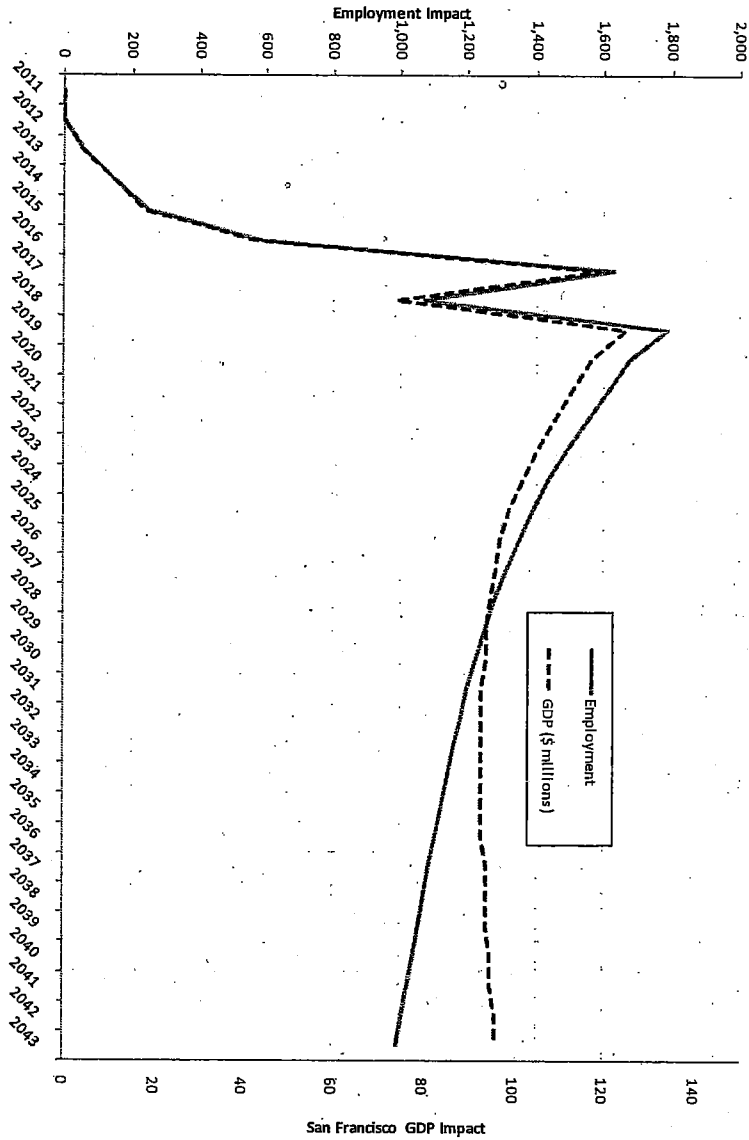


City and County of San Francisco

Office of the Controller – Office of Economic Analysts

REMI Model Results

Economic Impacts of the Moscone Expansion Project, 2013-2045



The project can be expected to create an average of 790 jobs during the 2013-2019 construction spending period, peaking in 2017 and 2018 when the bulk of the construction spending is expected to occur.

After completion, the city will have up to an additional 1,240 permanent jobs per year on average from new visitor spending. The job impacts of this new visitor spending will outweigh the negative impact of the General Fund support of the project.



Fiscal Impacts

- The City will also receive fiscal benefits from the economic growth created by the project. Transient Occupancy (Hotel) Tax, Sales Tax, and Business Tax revenue can all be expected to increase.
- In 2019, when completion is complete, the City stands to receive \$0.6 million in new business tax revenue, \$1.5 million in new sales tax revenue, and \$10.9 million in new hotel tax revenue, for a total of \$13.0 million. This assumes 3% inflation until 2019, and the accommodation of 175,000 new convention attendees in San Francisco hotels.
- This estimate does not assume any increase in hotel rates due to the capacity limitations in the hotel industry, so the actual hotel tax revenue could be higher than this estimate.
- The \$13.0 million in indirect tax revenue exceeds the City's General Fund contribution, and will continue to grow along with inflation into the future.



City and County of San Francisco

Office of the Controller – Office of Economic Analysis

Conclusions

- The proposed Moscone Expansion project is expected to create an average of 790 jobs during the construction phase, and an average of 1,240 permanent jobs after construction is completed.
- The project will also likely create financial benefits for hotels, in the form of higher rates, that exceed their TID assessment.
- The indirect tax benefits to the City should exceed the City's General Fund contribution in the first full year of operation after the expansion.
- However, the city's fiscal and economic benefits will be limited by the city's inability to expand hotel capacity in line with the expanding capacity of the Moscone Center.
- If hotel capacity could be added more readily, more visitors could be accommodated and the economic and fiscal benefits to the city would be greater.



City and County of San Francisco

Office of the Comptroller - Office of Financial Oversight

Staff Contacts

Ted Egan, Chief Economist

(415) 554-5268

ted.egan@sfgov.org

