

## Authority Mission Statement and Performance Measurements

### **Name of Public Authority:**

NEW YORK CONVENTION CENTER OPERATING CORPORATION

### **Public Authority's Mission Statement:**

The primary mission of the New York Convention Center Operating Corporation, as set forth in its enabling legislation, is to manage and maintain the Javits Center to maximize the Center's positive impact on the economy of the City and the State. NYCCOC meets this objective by booking events that bring out-of-town guests to the City to fill its hotel rooms, restaurants, theaters and retail shopping outlets; by stimulating the growth of the local economy through events that benefit New York businesses and inform New York consumers; and by providing work opportunities to its own labor force and to contractors and other service providers.

As a secondary goal, NYCCOC strives to operate the facility and to manage its funds in such a way as to be self-supporting. NYCCOC meets this objective by directly supplying as many services to its customers as it can efficiently administer, and by carefully managing its expenses.

Finally, NYCCOC has added a new goal in recent years: to achieve an expansion and renovation of the existing facility that will better meet the needs of its existing customers and will also allow it to attract new events to benefit the State and City economy. NYCCOC meets this objective by soliciting input from its customers and by cooperating with the New York Convention Center Development Corporation to secure the most cost effective improvements to the Center.

### ***Stakeholders***

The Javits Center has the following stakeholders with the following expectations:

- Show owners and managers who bring their events to the Center, thus generating economic impact for the City and State.
- Event exhibitors, whose presence contributes to the success of an event and attracts attendees and who spend money during their stay in and around New York, benefitting the State and local economy
- Event attendees, whose presence in sufficient numbers is necessary to the economic success of an event and who spend money during their stay in and around New York, benefitting the State and local economy

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- Local businesses that exhibit at the Center and depend on its events to generate sales
- Local businesses that send representatives to attend events at the Center to familiarize themselves with available products and services and/or to take advantage of educational opportunities
- Local residents who attend consumer shows to familiarize themselves with available products and services
- Government agencies and not-for-profit groups who depend on the Center to host large scale events such as examinations, job fairs, etc.
- The public that benefits from the above (governmental and not-for-profit) events

*The reasonable expectations of the eight stakeholder groups described above include: an attractive facility that meets their needs, excellent customer service, and reasonable prices.*

- New York City businesses and their employees, who benefit from the influx of potential customers who come to the Center to exhibit at or attend events

*Their reasonable expectations include a management policy that places a priority on attracting out-of-towners and management practices that enhance the Center's attractiveness to out-of-towners.*

- Contractors retained by show managers and exhibitors, who derive substantial revenue from their activities at the Center, and their employees

*Their reasonable expectations include a well booked facility and an adequate supply of courteous, skilled and reliable labor.*

- Concessionaires, who derive substantial revenue from their activities at the Center, and their employees

*Their reasonable expectations include a well booked facility*

- NYCCOC employees (union and non-union), who depend on NYCCOC for their livelihood
- Unions representing NYCCOC employees, who have a vested interest in the Center's success as a way of maintaining high levels of employment for its members

*The reasonable expectations of the two stakeholder groups described above include: management policies that increase the demand for labor, an opportunity*

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*to share in/be rewarded for the Center's success, fairness in extending employment opportunities.*

- Neighborhood businesses and residents, who are affected by the Center's operations, appearance, and construction activities

*Their reasonable expectations include: conduct of operations and construction activities in ways that, insofar as possible, minimize adverse impact on the neighborhood; and, renovations that improve the aesthetics of the Center and its ancillary properties.*

- The City of New York, which benefits from the tax revenue generated by visitor spending and other activities associated with the Center, and which has a vested interest in the Center's contribution to the revitalization of Manhattan's far West Side.

*The City's reasonable expectations include management policies that maximize the Center's potential for benefitting the State and City economy and contributing to the revitalization of the far West Side.*

- The State of New York, which benefits from the tax revenue generated by visitor spending and other activities associated with the Center, and has a stake in facilitating its economic self-sufficiency

*The State's reasonable expectations include management policies that maximize the Center's potential for benefitting the State and City economy and that reduce the likelihood that the Center's operations will require State subsidies*

**Date Adopted:** March 24, 2010

**List of Performance Goals:**

The following are the measurements by which NYCCOC's performance and the achievement of its goals may be measured annually. Performance expectations will be lower during renovation period, i.e. July 2010 through 2013.

- Estimated direct spending by attendees and exhibitors
- Estimated total economic impact
- Estimated attendance levels
- Occupancy level, as compared to industry norms
- Net square footage utilized for events
- Number of conventions/tradeshows
- Number of Tradeshow 200 events (to the extent that the facility has space to accommodate them)
- Retention of existing events that serve the corporate mission and booking policies

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- Acquisition of new events that serve the corporate mission and booking policies
- Adherence to booking policies
- Operating profit/loss
- Labor payroll
- Level of engagement by members of Board of Directors
- Equal opportunity in employment

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