



CONTENTS

Background: The Lancaster County Convention Center and The Lancaster Marriott at Penn Square 2

 Lancaster’s Economic Development Action Agenda2

 Task Force Evaluates Strategy; Project Evolves.....3

 Convention Center Authority Forms, Partners with Private Sector3

 Convention Center Project Funded with Hotel Room Tax4

 Project Benefits4

 Project Partners.....5

Public-Private Partnerships 6

 The Lancaster County Convention Center and the Lancaster Marriott at Penn Square.....6

 Components of a Successful Public-Private Partnership7

 History of Public-Private Partnerships in the United States.....8

Facts and Figures 9

 Convention Center and Hotel Project.....9

 The Lancaster Marriott at Penn Square9

 The Lancaster County Convention Center.....10

 Shared Space.....10

 King Street Parking Facility.....10

Proposed Business Plan 11

 Project Financing (Total Cost: \$137.8 million, including financing costs)11

 Redevelopment Authority of the City of Lancaster to be Conduit for Act 23 Funding.....12

 Project Funding Summary.....13

 Ensuring Benefits, Mitigating Risks for the Community13

Progress Report 15

 February 199815

 September 199915

 January 2000.....15

 March 200015

 November 2000.....15

 July 200115

 December 200115

 March 200215

 November 2002.....16

 April 2003.....16

 August 2003.....16

 December 2003.....16

March 2004	16
April 2004.....	16
June 2004.....	16
August 2004.....	17
September 2004	17
October 2004.....	17
November 2004.....	17
December 2004.....	17
October 2005.....	17
November 2005.....	17

BACKGROUND: THE LANCASTER COUNTY CONVENTION CENTER AND THE LANCASTER MARRIOTT AT PENN SQUARE

The planned Lancaster County Convention Center and the Lancaster Marriott at Penn Square project is the centerpiece of downtown Lancaster’s renaissance. The most important regional economic development undertaking in decades, this project is expected to bring new hope, new jobs, and new financial strength to Lancaster City.

In creating a downtown convention center and hotel, community leaders seek to leverage Lancaster’s position as one of the most popular tourist destinations on the East Coast. Lancaster County’s wonderful variety of family entertainment, its historic sites, and its reputation for quality and value draw millions of tourists each year.

This project is expected to continue the momentum of recent endeavors to revitalize the city, including the Clipper Magazine Stadium, the Lancaster Quilt Museum, the Pennsylvania Academy of Music, and the Pennsylvania College of Art & Design. It also will restore Lancaster’s most historic streetscape and bring new life to its treasured landmark, the former Watt & Shand Building.

Lancaster’s Economic Development Action Agenda

In 1997, a group of community leaders comprising The Lancaster Campaign and The Economic Development Action Group contracts with LDR International, Inc., to create a plan to stimulate the economic revitalization of the City of Lancaster.

Through a comprehensive process involving community participation, research, urban design, and strategic planning, LDR International, Inc., develops Lancaster’s Economic Development Action Agenda for Prince and South Duke streets and downtown Lancaster. The plan identifies almost 60 projects and strategies important to the development of these downtown commerce areas. This list is reduced to seventeen strategies, including separate proposals to develop a state-of-the-art downtown conference center and to revitalize Lancaster’s historic Watt & Shand Building.

As proposed, the action agenda envisions the conference center as part of a redevelopment of Lancaster Square, including the former Armstrong/Lancaster Square Building and the Hotel Brunswick. Separately, the plan recommends adaptive reuse of the

Watt & Shand Building to include a mix of retail stores and offices, with one or more tourism attraction venues.

Task Force Evaluates Strategy; Project Evolves

Through the efforts of the Lancaster Campaign, a Convention Center Task Force is formed in 1998 to address the Economic Action Agenda strategy that calls for the development of a first-class meeting facility. As a result of the task force's deliberations and initiatives, the original strategy from the Economic Development Action Agenda evolves to become a combined Lancaster County Convention Center and first-class headquarters hotel at Penn Square.

Task force members approach Penn Square Partners about the potential of developing the Watt & Shand Building for the privately owned headquarters hotel. [Penn Square Partners had purchased the dormant Watt & Shand Building in February 1998. The historic structure had been vacant since the Bon Ton Department Store closed in 1995.] Penn Square Partners comprises general partner Penn Square General Corporation, which is affiliated with High Industries, Inc.; Fulton Bank; and Lancaster Newspapers, Inc.

After an independent feasibility study of the hotel and convention center idea, Penn Square Partners and the Lancaster Foundation jointly petition the Lancaster County Commissioners to create a Convention Center Authority and to enact a hotel room tax to support the project. County officials seek public input and debate the proposals before taking action in September 1999.

Convention Center Authority Forms, Partners with Private Sector

On September 15, 1999, the Lancaster County Convention Center Authority is established under the Municipal Authority Act of 1945 and the Third-Class County Convention Center Authority Act.

The Convention Center Authority is run by a seven-member volunteer board, which is appointed by city and county officials. Current board members include: Chairman Ted Darcus, Willie J. Borden, Jr., Laura C. Douglas, Debra A. Hall, Joe Morales, David Schwanger and Frank Taylor. The board's plan of action is implemented by Convention Center Authority Executive Director David Hixson.

The board is charged by local officials with developing a unique and inviting convention venue for this area and to work with a private-sector partner to develop a first-class lodging facility to enable the convention center to achieve its goals. In addition, the Convention Center Authority is encouraged to work with local experts to preserve any significant historical buildings that may be located at the site.

In 2001, the Lancaster County Convention Center Authority and Penn Square Partners formalize their relationship for the purpose of developing, designing, building, and operating a convention center and hotel. The partnership agreements between Penn Square Partners and the Lancaster County Convention Center Authority establish performance covenants and carefully protect the interests of the community.

Convention Center Project Funded with Hotel Room Tax

In January 2000, Lancaster County imposes a 3.9-percent tax on hotel room rentals to generate funding to construct and market a publicly owned convention center. Twenty percent of this funding is distributed to the Pennsylvania Dutch Convention and Visitors Bureau to promote Lancaster County as a convention and meeting destination.

In March 2000, local hoteliers file the first of several lawsuits challenging the constitutionality of the hotel room tax. For 3½ years, the Lancaster County Convention Center project is, in effect, put on hold while the litigation is resolved. Total cost to the Convention Center Authority is many millions of dollars, including litigation costs and increased construction material and labor costs resulting from the delay. Penn Square Partners also incurs substantial additional costs including maintaining the Watt & Shand Building, litigation, and increased construction costs.

Project Benefits

In late 2000, the Lancaster County Convention Center Authority commissions an independent study to evaluate and quantify the community benefits of the project. According to the analysis, the convention center and hotel will:

- ➔ Create 520 to 590 construction jobs.
- ➔ Create 200 to 300 full-time jobs to staff the hotel and convention center.
- ➔ Increase Lancaster County tourism by an additional 114,000 to 147,500 visitors annually.
- ➔ Inject \$150 million into the local economy during construction: \$110 million in sales of Lancaster County-produced goods and services and \$40 million in personal income.
- ➔ Inject \$42 million per year into the local economy during operation: \$31 million per year in sales of Lancaster County-produced goods and services and \$11 million per year in personal income.
- ➔ Generate additional tax revenue for Lancaster City, Lancaster County, and the School District of Lancaster.

Project Partners

With a project of this magnitude, the Lancaster County Convention Center Authority relies on the expertise of various individuals, companies, and firms, including:

Cooper Carry, Inc.	Atlanta-based architects contracted to design the Lancaster County Convention Center and the Lancaster Marriott at Penn Square.
Fairmount Capital	A Philadelphia-based advisory firm under contract to assist the Lancaster County Convention Center Authority with financial matters. The firm has previous experience doing similar work associated with the Philadelphia Convention Center.
High Associates, Ltd.	Master developer of the Lancaster County Convention Center and the Lancaster Marriott at Penn Square.
High Construction Company	The Lancaster-based construction manager for the Lancaster Marriott at Penn Square.
Interstate Hotels	Hired by Penn Square Partners and the Lancaster County Convention Center Authority to manage the Lancaster Marriott at Penn Square and the convention center, respectively. The selection of a common hotel and convention center operator is expected to enhance operational efficiency and allow for better coordination in handling large conventions and trade shows.
MM Architects, Inc.	Lancaster-based architectural firm contracted to design a parking garage to enhance downtown parking.
Reynolds Construction, Inc.	Harrisburg-based construction manager for the convention center project.

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PUBLIC-PRIVATE PARTNERSHIPS

Public-private partnerships bring together the experience and skill of government with the innovation and efficiency of business to produce significant economic development and public service projects for communities.

These partnerships are created through a contractual agreement between a public agency and a for-profit corporation. Through the agreement, the partners share skills and assets to deliver a service or facility for the use of the general public. The partnerships are intended to bring to a project greater efficiency, better access to capital, and increased intellectual resources. They typically result in increased quality at a reasonable cost.

The Lancaster County Convention Center and the Lancaster Marriott at Penn Square

In 2001, a public-private partnership was formed in Lancaster for the purpose of developing, designing, building, and operating a convention center and hotel. The most important regional economic development project in decades, this project is expected to bring new hope, new jobs, and new financial strength to Lancaster City.

The partnership joins:

- ➔ **The Lancaster County Convention Center Authority.** In September 1999, the Lancaster County Convention Center Authority was formed and charged with the mission of bringing the best convention center to Lancaster. The Convention Center Authority is directed by a volunteer board, which is appointed by Lancaster County and City governments. The Lancaster County Convention Center Authority's executive director is David Hixson.
- ➔ **Penn Square Partners.** Penn Square Partners comprises general partner Penn Square General Corporation, which is affiliated with High Industries, Inc.; Fulton Bank; and Lancaster Newspapers, Inc. Formed in February 1998, this alliance has been actively involved in furthering public discussion and consensus on the revitalization of downtown.

The partnership agreements between Penn Square Partners and the Lancaster County Convention Center Authority establish performance covenants and carefully protect the interests of the community.

Components of a Successful Public-Private Partnership

The public-private partnership between the Lancaster County Convention Center Authority and Penn Square Partners has the five critical components that the National Council for Public-Private Partnerships says are necessary for success: political leadership, public sector involvement, a well thought-out plan, effective communications with stakeholders, and the right private-sector partner.

Political Leadership. Government leaders actively involved with the project include: Pennsylvania Governor Edward G. Rendell; Pennsylvania Senator Gib Armstrong; Pennsylvania Representative Mike Sturla; Lancaster County Commissioner Howard “Pete” Shaub; Lancaster Mayor-Elect Rick Gray; and the Lancaster City Council.

Public Sector Involvement. Comprising leaders from various sectors of the community, the Lancaster County Convention Center Authority Board of Directors voluntarily contributes hundreds of hours to make the tough decisions necessary to bring this project to Lancaster. The board members include: Chairman Ted Darcus; Willie J. Borden, Jr., Laura C. Douglas, Debra A. Hall, Joe Morales, David Schwanger and Frank Taylor. In addition, the project has been supported strongly by both the Redevelopment Authority of the City of Lancaster and the Parking Authority of the City of Lancaster.

Well Thought-Out Plan. Since early 1998, Lancaster’s community and business leaders have been working together to create and implement a plan for stimulating the city’s economic revitalization. A key component of that plan to grow downtown is the construction of a convention center and headquarters hotel. The project is expected to:

- ➔ Create 520 to 590 construction jobs.
- ➔ Create 200 to 300 full-time jobs to staff the hotel and convention center.
- ➔ Increase Lancaster County tourism by an additional 114,000 to 147,500 visitors annually.
- ➔ Inject \$150 million into the local economy during construction: \$110 million in sales of Lancaster County-produced goods and services and \$40 million in personal income.
- ➔ Inject \$42 million per year into the local economy during operation: \$31 million per year in sales of Lancaster County-produced goods and services and \$11 million per year in personal income.
- ➔ Generate additional tax revenue for Lancaster City, Lancaster County, and the School District of Lancaster.

Effective Communications with Stakeholders. Ongoing communications continue with community organizations and special-interest groups that will be affected by the project. A consortium has been formed to discuss and participate in the overall direction of the project and enhance Lancaster's attractiveness as a tourist destination. Consortium members include Jim Smucker of Bird-in-Hand Corporation; Wendy Nagle of the Pennsylvania Dutch Convention and Visitors Bureau; Thomas Baldrige of the Lancaster Chamber of Commerce and Industry; David Nikoloff of the Economic Development Company of Lancaster County and LancasterProsper; Lancaster Mayor Charlie Smithgall; Lancaster Mayor-Elect Rick Gray; Commissioners Howard "Pete" Shaub, Dick Shellenberger, and Molly Henderson; and David Hixson of the Lancaster County Convention Center Authority.

The Right Private-Sector Partner. Comprising three established and respected Lancaster-based businesses, Penn Square Partners is committed to the prosperity of this community. These businesses employ thousands of Lancaster County residents and pump millions of dollars into the local economy. Throughout the history of the project, Penn Square Partners has demonstrated a commitment to the goal of revitalizing downtown Lancaster.

History of Public-Private Partnerships in the United States

For more than 200 years, public-private partnerships have been used in this country to develop and renew critical infrastructure.

The first documented public-private partnership in the United States dates back to 1652, when the Water Works Company of Boston, a private firm, agreed to provide drinking water to citizens in the community. Today, U.S. cities work with private industry to provide, on average, about one-third of basic municipal services.

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FACTS AND FIGURES

The following facts and figures associated with the Lancaster County Convention Center and the Lancaster Marriott at Penn Square are based on schematic designs completed in November 2004. The list features dimensions of select facilities in the convention center and hotel; not all areas are included. The data is subject to change.

Convention Center and Hotel Project

Total Area	412,079 square feet
Hotel Facilities	161,417 square feet; 13 floors
Convention Center Facilities	183,917 square feet
Shared Space	66,745 square feet
Approximate Cost	\$137.8 million, including hard construction costs (associated with the building), the costs of furniture and fixtures, and soft costs (such as financing)
Entrances	The facility will have three entrances: a hotel lobby entrance at Penn Square, a convention center entrance at East Vine Street, and a pedestrian entrance on South Queen Street

The Lancaster Marriott at Penn Square

Rooms	300
Full-service Restaurant	4,785 square feet
Ballroom	A 9,621-square-foot ballroom – which can be divided into six individual meeting rooms – will be highlighted by the majestic two-tiered windows of the former Watt & Shand Building
Indoor Recreation Facilities	7,541 square feet; amenities include an exercise room, indoor pool, and whirlpool spa.

The Lancaster County Convention Center

Exhibit Hall	47,842 square feet
Lobby/Registration	14,421 square feet
Prefunction Area	27,551 square feet (for exhibit hall, ballroom, and meeting room areas)
Ballrooms	A 9,200-square-foot ballroom will be accessible by elevator from the main exhibit hall floor
Boardrooms	Three 764-square-foot boardrooms (total of 2,292 square feet)
Meeting Rooms	7,662 square feet of meeting room space
Total Meeting Room Area	9,954 square feet

Shared Space

Watt & Shand Lobby	6,193 square feet, featuring a grand staircase to the convention center pre-function space
Employee Facilities	2,919 square feet
Administrative Offices	2,636 square feet
Main Kitchen	5,059 square feet
Back-of-House	88,559 square feet, including mechanical rooms, storage, service hallways, etc.

King Street Parking Facility

Size	300+ parking spaces
Approximate Cost	\$7.7 million

PROPOSED BUSINESS PLAN

A proposed business plan has been developed, which would allow the construction of the Lancaster County Convention Center and the Lancaster Marriott at Penn Square. The plan is the result of a complex and cooperative effort among government and community leaders and public and private partners. It would enable the economic benefits of this project – including new jobs, new financial strength, and new opportunity for the local community – to be realized fully.

Project Financing (Total Cost: \$137.8 million, including financing costs)

The proposed business plan shares the expense of this \$137.8 million project among many partners. Funding would be contributed by the Lancaster County Convention Center Authority (40 percent), Penn Square Partners (26 percent), and the Commonwealth of Pennsylvania (34 percent). The City of Lancaster is contributing \$1 million in in-kind services, such as waiving permit fees and improving street lighting and vehicle access. As a result of these individual contributions, significant economic benefits would be realized for all residents of Lancaster County.

The Lancaster County Convention Center Authority brings more than \$47 million to the table:

- ➔ **Hotel Room Tax Funding.** The Convention Center Authority receives a portion of the revenue generated from the hotel room tax paid by visitors to Lancaster County. This tax is projected to raise nearly \$6 million for the project during the construction period.
- ➔ **Hotel Tax Revenue Bonds.** In 2003, the Convention Center Authority issued \$40 million in bonds, secured by the proceeds from the hotel room tax. The bonds were obtained at a favorable rate with a Lancaster County guarantee, designed to protect the interests of local taxpayers.
- ➔ **Other Sources.** The Convention Center Authority will contribute approximately \$1 million in cash and \$1.4 million in interest earnings.

In addition, the Convention Center Authority is committed to issue approximately \$7.7 million in bonds to finance a new facility to enhance parking in downtown Lancaster.

Penn Square Partners brings more than \$35 million into the project. Penn Square Partners *comprises general partner Penn Square General Corporation, which is affiliated with High Industries, Inc.; Fulton Bank; and Lancaster Newspapers, Inc.*

- ➔ **Equity.** Penn Square Partners will provide \$10 million in private-sector equity.
- ➔ **Lease Payments.** Through a 20-year lease with the Redevelopment Authority of the City of Lancaster (RACL), Penn Square Partners will cover the debt service of \$24 million of Hotel Lease Revenue Bonds that will be issued by RACL.
- ➔ **Other Sources.** *Penn Square Partners will contribute approximately \$1.3 million in interest earnings.*

Local and state governments also are contributing to this project, as they believe it will help the regional economy to prosper. The Commonwealth of Pennsylvania made a \$15 million grant to the Lancaster County Convention Center Authority and a \$7.25 million grant to RACL. The state also recently committed another \$12 million in grants to the project. As mentioned previously, the City of Lancaster committed to contribute \$1 million in in-kind services.

Also, at the urging of state officials, project partners will tap into funding made available as the result of a new law, Pennsylvania Act 23. Through this law, new state sales tax generated from the convention center and hotel will be pumped back into the project through annual grants based on the predicted incremental sales tax the project is expected to generate. Currently, state legislators are working out the rules and regulations regarding this new law's implementation. Act 23 is expected to produce \$10 million of net revenue for the project.

To raise immediate construction funding, \$12 million in bonds would be issued based on the anticipated income from Act 23. The economic development grants would be applied to the annual debt service on the bonds.

Redevelopment Authority of the City of Lancaster to be Conduit for Act 23 Funding

According to Act 23, only a public entity can receive the sales tax grants. Penn Square Partners and the Lancaster County Convention Center Authority have been working with RACL to be the conduit for the funding.

In the proposed plan, RACL would purchase the former Watt & Shand Building from Penn Square Partners and would own the building for the 20-year duration of the Act 23 bonds.

After the purchase, RACL would issue \$24 million in Hotel Lease Revenue Bonds, backed by a 20-year lease with Penn Square Partners. The lease will require Penn Square Partners to invest \$10 million in equity, construct and operate the hotel, and make lease payments to RACL equal to the debt service and any other fees related to the Hotel Lease Revenue Bonds.

The Hotel Lease Revenue Bonds would be secured by a letter of credit backed by a consortium of local and regional banks. The letter of credit will protect RACL from any financial risk associated with a default on the Hotel Lease Revenue Bonds. In the case of a default, the banks would pay off the bonds and, as a result, would own the building.

Importantly, RACL will hold title to the bricks and mortar hotel tower for the 20-year duration of the Act 23 Bonds. Penn Square Partners will own the hotel business, remaining responsible for any cost overruns, operating losses or gains, and debt service on the Hotel Lease Revenue Bonds.

RACL, Penn Square Partners, and the Convention Center Authority will create a *condominium association*. In a *condominium association*, units of property – such as apartments or offices in a business property – are owned by an individual or an organization. The common parts of the property – such as the grounds and building structure – are owned jointly by the unit owners. For the Lancaster facility:

- ➔ The Convention Center Authority will own a *fee interest* in the portion of the facility that contains the exhibit hall, meeting rooms, the ballrooms, and kitchen. A *fee interest* is equivalent to full ownership.
- ➔ Penn Square Partners will have a *leasehold interest* in the portion of the facility that contains the hotel tower. A *leasehold interest* provides the right of possession, but not ownership, of a property for an agreed period of time.
- ➔ Penn Square Partners and the Convention Center Authority will have the right to use common areas, including the lobby, employee facilities, and other mechanical and electrical support facilities.

After purchasing the building, RACL would be able to issue the \$12 million in Act 23 bonds. The City of Lancaster would be required to guarantee the \$1.1 million annual debt service payment associated with the Act 23 bonds. With this guarantee, the city would be responsible for any shortfall between the annual Act 23 grants and the \$1.1 million annual bond payment.

Project Funding Summary

	LCCCA		Commonwealth of Pennsylvania Grants
Hotel Room Tax	\$6 million	Grant to LCCCA	\$15 million
Hotel Tax Revenue	\$40 million (in-place)	Grant to RACL	\$7.25 million
Bonds	\$2.7 million (projected)	Additional State Grant	\$12 million
Other Sources	\$4.5 million projected \$1.4 million interest earnings		
		Tax Incremental Financing Through Act 23	
		Act 23 Bonds	\$12 million
	Penn Square Partners		City of Lancaster
Partner Investment	\$10 million	In-Kind Services	\$1 million
Interest Income Earnings	\$1.3 million		
Mortgage Debt Payments	\$24 million		

Ensuring Benefits, Mitigating Risks for the Community

The Lancaster County Convention Center and the Lancaster Marriott at Penn Square project is expected to revitalize and strengthen existing Lancaster County businesses and bring new businesses to this region that are eager to capture a portion of the financial benefits that will be generated. As these businesses grow and prosper, so will Lancaster City and County as a result of increased tax revenue from these profitable new businesses.

In addition, the project's business plan includes several provisions that will offer significant financial benefits to the community, while protecting taxpayers from financial risks associated with the project.

With the ownership of the building transferring to RACL, the building would no longer be subject to local property tax. To ensure adequate community benefit from this project, Penn Square Partners would make a \$100,000 annual payment in lieu of tax (PILOT) to the School District of Lancaster. This payment is significantly greater than the annual property tax that the school district receives – approximately \$29,000 – on the dormant Watt & Shand Building.

Penn Square Partners also would make a \$100,000 annual PILOT to the City of Lancaster. The annual payment would provide the city with a cushion in the event that state grants do not cover the debt service on the Act 23 bonds. Currently, the city receives approximately \$12,000 of annual property tax from the dormant Watt & Shand Building.

Additionally, when the Lancaster Marriott at Penn Square provides a return-on-equity in excess of 12 percent, Penn Square Partners would share 10 percent of the excess return with the City of Lancaster and 20 percent of the excess return with the School District of Lancaster. By 2010, the hotel is expected to generate a cash flow that would produce a more than \$70,000 annual excess payment for the city and \$146,000 annual excess payment for the school district. These excess payments are projected to increase in future years.

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PROGRESS REPORT

February 1998

- ➔ Penn Square Partners purchases the former Watt & Shand Building, which has been vacant since 1995. Penn Square Partners comprises general partner Penn Square General Corporation, which is affiliated with High Industries, Inc.; Fulton Bank; and Lancaster Newspapers, Inc.

September 1999

- ➔ The Lancaster County Convention Center Authority is formed to develop a convention center for downtown Lancaster.

January 2000

- ➔ In January 2000, Lancaster County imposes a 3.9-percent tax on hotel room rentals to generate funding to construct and market a publicly owned convention center. Twenty percent of this funding is distributed to the Pennsylvania Dutch Convention and Visitors Bureau to promote Lancaster County as a convention and meeting destination.

March 2000

- ➔ Thirty-seven Lancaster County hoteliers sue to dispute the constitutionality of the hotel room tax. For 3½ years, the Lancaster County Convention Center project, in effect, is put on hold while the hotelier lawsuits are heard in court. Total cost to the Convention Center Authority is many millions of dollars, including litigation costs and increased construction material and labor costs resulting from the delay. Penn Square Partners also incurs substantial costs, including maintaining the Watt & Shand Building, litigation, and increased construction costs for the Lancaster Marriott at Penn Square.

November 2000

- ➔ A three-month feasibility study – commissioned by the Lancaster County Convention Center Authority and conducted by PriceWaterhouseCooper LLP – is released. Among other conclusions, the study emphasizes the benefits of sharing facilities and staff between the proposed convention center and headquarters hotel and recommends a larger center than originally envisioned by planners.

July 2001

- ➔ Penn Square Partners announces that the new headquarters hotel in the Watt & Shand Building will fly the flag of the Marriott Hotels Resorts and Suites brand.

December 2001

- ➔ The Lancaster County Convention Center Authority enters into agreements with Penn Square Partners for the purpose of developing, designing, building, and operating a convention center and hotel. A public-private partnership is formed.

March 2002

- ➔ Penn Square Partners and the Lancaster County Convention Center Authority select Cooper Carry Architects of Atlanta as the project design firm for the hotel and convention center. The Convention Center Authority appoints a design-review

board of prominent local citizens to gather community input into the design of the convention center.

November 2002

- ➔ The initial schematic design of the project is completed by Cooper Carry Architects.

April 2003

- ➔ Cooper Carry Architects is directed by both the Lancaster County Convention Center Authority and Penn Square Partners to redesign the project with a more integrated approach to using the Watt & Shand Building in order to reduce the overall project costs.

August 2003

- ➔ The litigants withdraw all legal actions, thereby allowing the convention center project to resume.

December 2003

- ➔ The Lancaster County Convention Center Authority issues \$40 million in bonds to finance its portion of project.
- ➔ The Historic Preservation Trust of Lancaster County unveils a proposed design for the Stevens-Smith Historic Site Interpretive Center. The Interpretive Center would complement and integrate into the design of the future Lancaster County Convention Center celebrated downtown properties – including the Thaddeus Stevens law firm and residence, the Lydia Smith Boarding House, and the Kleiss Saloon – that are symbolic of Lancaster’s rich contribution to our nation’s founding principles of liberty, freedom, and equality.

March 2004

- ➔ Pennsylvania Governor Edward G. Rendell releases a \$15 million grant to the Lancaster County Convention Center Authority to help fund the project.

April 2004

- ➔ The Board of the Historic Preservation Trust of Lancaster County approves a \$6.5 million capital campaign to raise funding for the Stevens-Smith Historic Site Interpretive Center.

June 2004

- ➔ The Lancaster County Convention Center Authority and Lancaster Parking Authority sign an agreement to enhance downtown parking.
- ➔ The Convention Center Authority and Penn Square Partners authorize architectural firm Cooper Carry Architects to proceed with revised schematic designs of the Lancaster County Convention Center and the Lancaster Marriott at Penn Square.

August 2004

- ➔ The Lancaster County Convention Center Authority votes to purchase options on properties for the probable location of Lancaster's new parking garage.

September 2004

- ➔ The Lancaster County Convention Center Authority votes to approve the purchase of properties for Lancaster's new garage.
- ➔ Cooper Carry Architects presents models of the Lancaster County Convention Center and the Lancaster Marriott at Penn Square to the community.

October 2004

- ➔ Cooper Carry Architects completes the schematic design documents and presents them to the construction managers for pricing.

November 2004

- ➔ Pennsylvania Senator Gibson Armstrong announces that a \$22 million project shortfall has been filled, thanks to funding from Act 23 – a newly enacted economic development program – and an additional \$12 million from state grants.

December 2004

- ➔ Master developer, High Associates, Ltd., reports to the Lancaster County Convention Center Authority and Penn Square Partners that the schematic plan estimate of \$79.2 million is within the budget set for hard construction costs.
- ➔ The Lancaster County Convention Center Authority Board considers a motion to authorize funding the architect to proceed with design development, the most intense phase of the project. Expected to last four to six months, this phase will result in the production of construction documents for the project. The approximately \$1 million of funding required for this phase would be provided by the Convention Center Authority and Penn Square Partners.

October 2005

- ➔ City Council approves project plan and governing documents for Penn Square Partners, Lancaster County Convention Center Authority and the Redevelopment Authority of the City of Lancaster.
- ➔ Redevelopment Authority of the City of Lancaster approves governing documents.

November 2005

- ➔ Lancaster County Convention Center Authority approves governing documents.