

# Georgia World Congress Center Authority

## **BOARD OF GOVERNORS MEETING**

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August 29, 2017



**Financial**



**Authority**



# Financial Snapshot – July 2017

## Profit / Loss



**Actual** (\$1,316,604)  
**Budgeted** (\$1,497,098)



H/M Tax

Actual	\$462K	
Budget	\$458K	> 0.95%
FY16	\$436K	> 5.98%



Customers  
(Estimated)

110,654



Economic  
Impact  
(Estimated)

\$26.2M





# Food & Beverages Services Solicitation Update

**Erle Coleman**

GWCCA Director of Purchasing





# Scope of Services: Food Service Consulting

- Consult with the Authority to document current environment.
- Provide orientation to current state of the market.
- Develop the solicitation document and support the Authority in the review process.





# Food Service Consulting

Firms which submitted RFQs:

- The Bigelow Companies, Inc.
- WC & Partners
- Food Service Matters





# Food & Beverage System Review

- GWCC staff and management feedback
- Levy management staff interviews and observation
- Key meeting planner comments and feedback
- Guest surveys
- Physical observation
- Pricing review
- Marketing and business development
- Sanitation and physical appearance





# Conclusions & Recommendations

Best served by competitive procurement





# Board Food Service Committee and Staff Master Project Schedule

ELEMENT	COMPLETION BY
Notification to Proceed	July 14, 2017
Development of Procurement Documents	August 31, 2017
Review of Solicitation by Staff	Week of September 4, 2017
Solicitation Packages – Placed on the GPR	September 15, 2017
Mandatory Pre-bid	September 28, 2017
Proposals Due	October 27, 2017
Short List Review by Food & Beverage Review Committee and Staff	November 3, 2017
Firm Presentation	Week of November 13, 2017
Review/Selection	Week of November 27, 2017
Negotiation of Service Agreement	December 2017
Board Action	January 2018







# Questions





# Northside Drive Pedestrian Bridge Agreement

**Adam Straight**

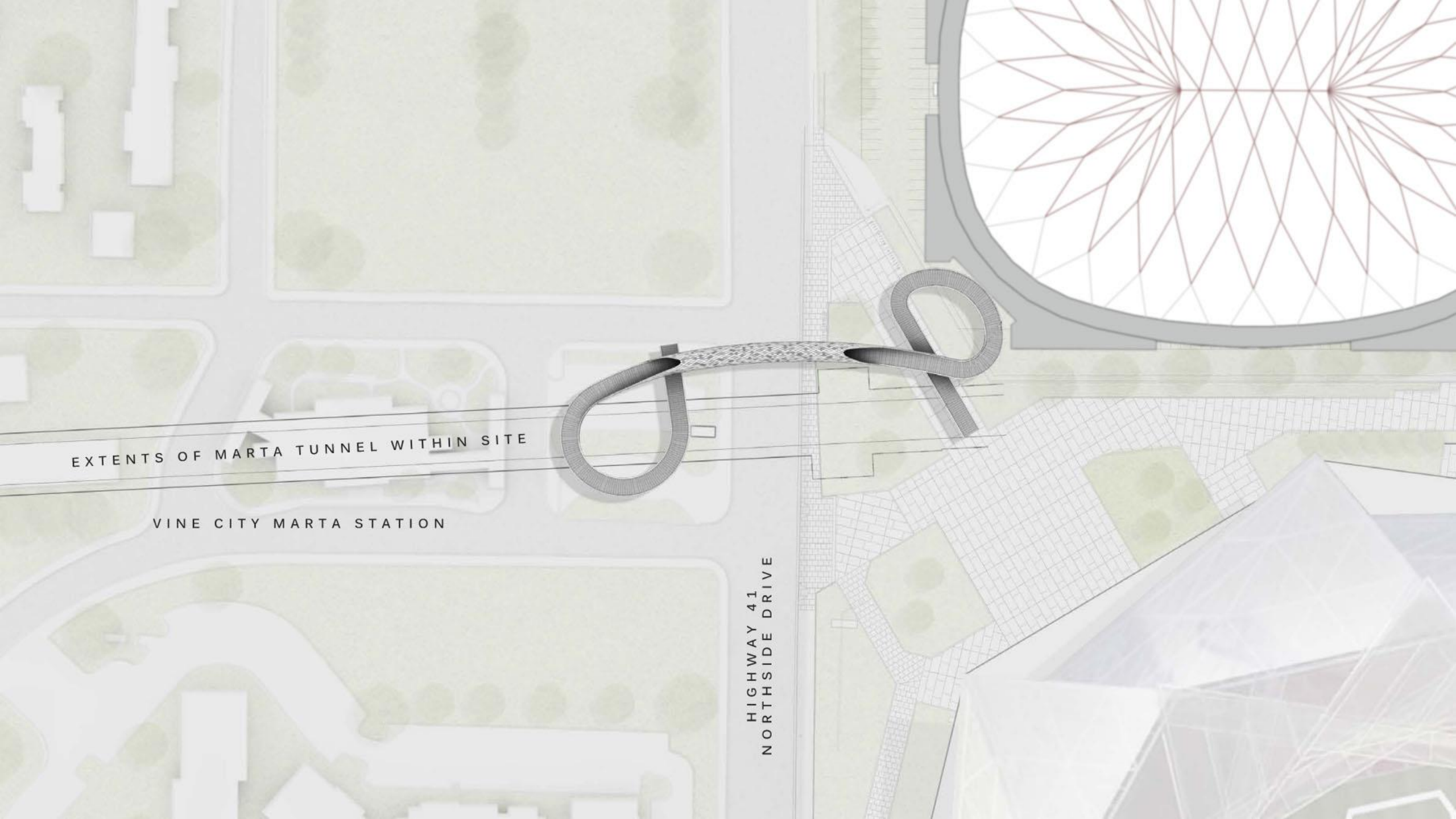
GWCCA Sr. Director of Campus Operations



EXTENTS OF MARTA TUNNEL WITHIN SITE

VINE CITY MARTA STATION

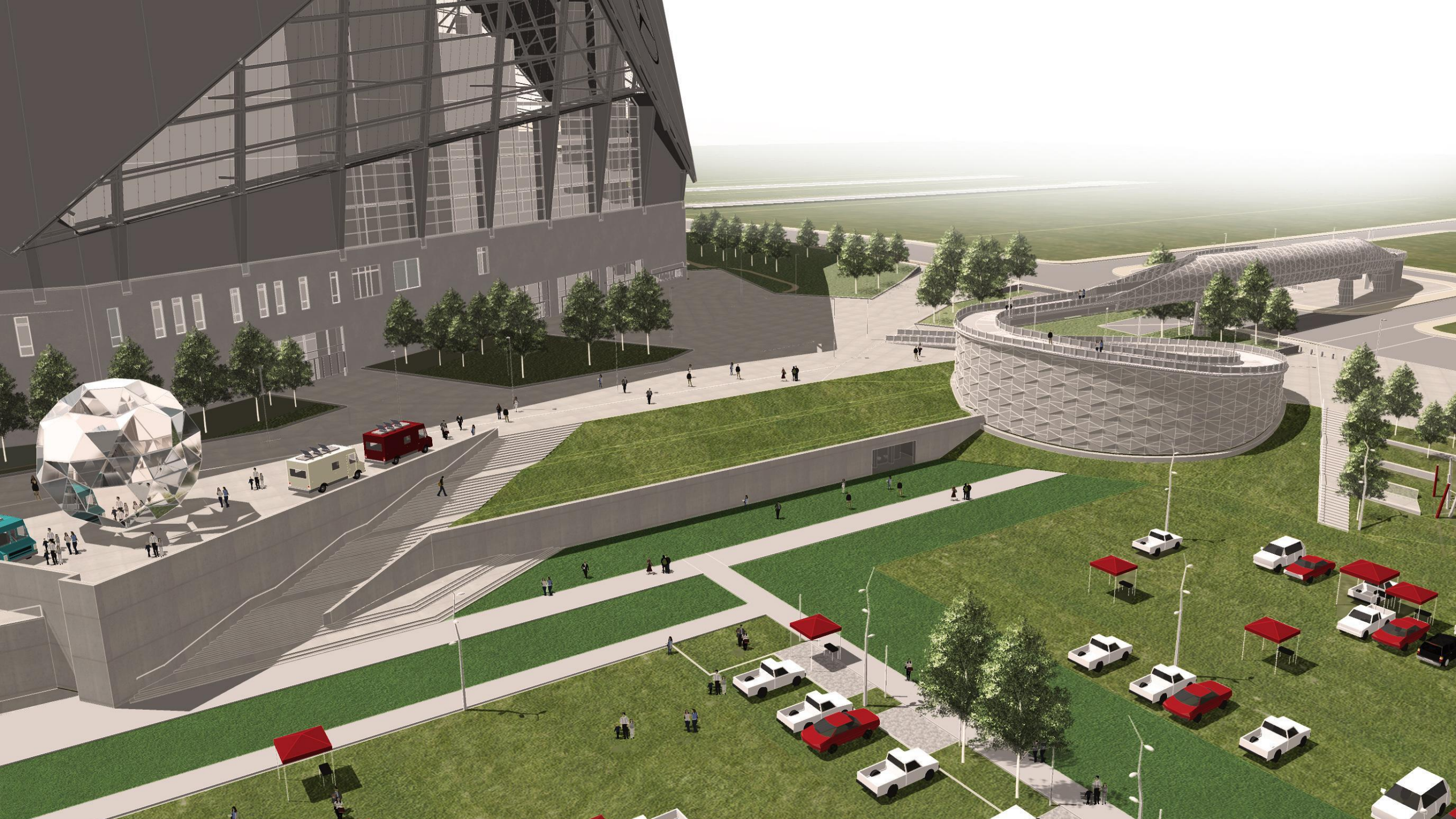
HIGHWAY 41  
NORTHSIDE DRIVE



An architectural rendering of the Mercedes-Benz Stadium entry and surrounding plaza. The stadium's facade is a prominent feature, characterized by large, angular, white panels that resemble sails or wings. Below the facade is a long, multi-story building with a grid of windows. In the foreground, a wide, paved plaza is populated with numerous small human figures, suggesting a large gathering. A prominent feature of the plaza is a long, narrow, elevated walkway with a grid pattern, which curves and loops around the stadium. Several cars are shown driving on the roads adjacent to the plaza. The overall scene is rendered in a clean, white-on-white style, typical of architectural visualization.

MERCEDES-BENZ  
STADIUM ENTRY

HIGHWAY 41  
NORTHSIDE DRIVE









# NORTHSIDE DRIVE PEDESTRIAN BRIDGE

The City of Atlanta seeks to construct and install a pedestrian bridge over Northside Drive that will land on portions of real property under the management and control of the Authority proximate to Mercedes-Benz Stadium.

StadCo is supportive of the project.







# NORTHSIDE DRIVE PEDESTRIAN BRIDGE

The Authority and the City may contract for up to fifty (50) years with one another for the provision of services and the use of facilities provided the agreement deals with activities which the parties are authorized by law to undertake or provide, pursuant to the Georgia Constitution of 1983, Art. IX, Sec. III, Para. I. This is called an “Intergovernmental Agreement.”





# NORTHSIDE DRIVE PEDESTRIAN BRIDGE

We have discussed with the City and StadCo how best to convey to the City the right to construct the bridge on the Authority's premises.

Characterizing this arrangement as an Intergovernmental Agreement (instead of a conveyance of a real property interest) simplifies the process and moves the transaction along more quickly.





# NORTHSIDE DRIVE PEDESTRIAN BRIDGE

The Resolution before the Board essentially would authorize the Executive Director to execute an Intergovernmental Agreement with the City granting the right to construct the bridge in part on real property under the Authority's management and control.

Staff recommends approval.





# Questions





# 2017 GWCCA Board Retreat Strategic Planning Process

**Frank Poe**  
GWCCA Executive Director





# Background

In 2010/2011, GWCCA staff leadership developed a two year strategic plan. The initiatives were guided by the following items.

- Environmental – Goal to achieve LEED Certification and further develop our stewardship program
- Sales/Marketing – Goals included:
  - GWCCA/ACVB relationship
  - Market driven venue improvements
  - Event development – ownership, promotion, etc.
- Technology – Goal to define how we engage technology for networking, marketing, communication, and social media to drive business and brand.





# Background cont.

## – Operational – Goal included:

- Customer service initiatives
- Does our organization structurally meet the challenges for the future?
- Is our staffing reflective of correct mix of skills/training/expertise to meet our market and customer demands?
- Define our role in campus – wide public safety/security operations

## Some of the results from this process:

- Achieved our Silver LEED certification.
- Organizational analysis with CSL and Heidrick/Struggles
- Event Development team, revenue management which lead to identification of our optimum business mix
- Developed our communications department, social media team, and board material migrated to digital platform.





# Background cont.

- The 2011 strategic plan was followed by the creation of our 2020 Vision.
- Plan is Capital intensive – CEF, MBS, Flooring, Centennial Olympic Park, Hotel, and facilities analysis for capital maintenance and improvements to existing structures.
- Well underway with only remaining project – Hotel





## CONTIGUOUS EXHIBITION FACILITY

A vital next step in the evolution of the country's finest convention center is the Georgia World Congress Center's plan to create one million square feet of contiguous exhibition space – improving the facility's connectivity while bolstering Atlanta's status as a top convention destination.

Currently, the GWCC's largest single exhibit space is 600,000 square feet – which limits the center's ability to accommodate some of the industry's largest events that instead opt for more spacious facilities in competing markets. Developing a new flex gateway between Buildings B and C exhibit halls creates a compelling connection that helps Atlanta's booming tourism business compete for the most in-demand trade shows, conventions and expos. It will also allow the GWCC's largest annual events to expand as their business grows.

This addition will include a new 100,000-square-foot exhibit hall, 48,000 square feet of new meeting space, and a 20,000-square-foot lobby. The design will incorporate clerestories – high sections of windows above eye level - on all sides providing abundant natural light. Another exciting feature of the facility is a 30,000-square-foot rooftop terrace including event, exhibit and reception space, offering 360-degree views of Atlanta's skyline and state-of-the-art Mercedes-Benz Stadium.

## CONVENTION CENTER HOTEL

Along with Mercedes-Benz Stadium, future development of the west side of GWCCA's campus includes a high-rise luxury hotel, envisioned as an economic catalyst for the area attracting commercial and residential growth and creating job opportunities. The proposal calls for an 800-to 1,000-room four-star hotel on Northside Drive on the former site of the Georgia Dome, adjacent to the GWCC's Building C.

The hotel would help Atlanta capture new convention and entertainment business, according to a demand analysis study by PKF Hospitality Research LLC. The study says construction of an 800-room hotel would induce an additional 116,000 trade show and convention attendees in a typical year. It would also increase GWCC revenues by \$2.974 million annually. Also, the project represents an additional 2,781 jobs during the construction phase, and 1,676 additional jobs once the hotel becomes operational.

## CAPITAL CAMPAIGN

The vision that the Georgia World Congress Center Authority has for its campus connects the historic importance of Centennial Olympic Park with a future of community growth and vitality. Twenty years ago, Centennial Olympic Park welcomed the global community that converged on Atlanta to celebrate the Summer Olympics. Today, this unique 21-acre park performs a dual mission: it serves as Georgia's lasting legacy of the Centennial Olympic Games and it anchors efforts to revitalize residential and commercial development in the heart of Georgia's capital city.

Centennial Olympic Park became a reality through the generosity of the community's philanthropic spirit and two decades later, a similar groundswell of public and private sector support is funding significant improvements to the park. These improvement projects are designed to increase community access, expand programming opportunities, strengthen the park's Olympic heritage and enhance the visitor experience.

Centennial Olympic Park has become the center of a dynamic downtown entertainment district, a place where residents and visitors create lifelong memories. New museums and attractions, as well as significant commercial and residential development, have contributed to an urban renaissance around the park – boosting the economy with more than \$2.3 billion in new investments to date since 1996 with another \$725 million either under construction or in the pipeline.

### DONORS INCLUDE

**\$2 MILLION +**  
The Robert W. Woodruff Foundation  
State of Georgia  
James M. Cox Foundation

**\$1,000,000 TO \$1,999,999**  
Chick-fil-A AT&T Bank of America  
The Coca-Cola Company Delta Air Lines

**\$500,000 TO \$999,999**  
BMW Georgia Power & Southern Company  
Coca-Cola The Home Depot Foundation  
UPS Foundation

**UP TO \$500,000**  
SixPoint ThreeFour Foundations  
Henderson C. and Henry L. Smith Memorial Fund and the National In-Church Marshall Trust  
Kaiser Foundation, Dr. Bruce Roberts, Post Nepon Foundation, Turner Interiors, The Shearson and Toyne Glover Foundation, Cousins Properties, Beard Payne Family Foundation, US Poultry Association and International Production and Processing Expo

# 2020 VISION

# #1

CONVENTION  
SPORTS AND  
ENTERTAINMENT  
DESTINATION IN THE WORLD

Consisting of the Georgia World Congress Center, Centennial Olympic Park and the state-of-the-art Mercedes-Benz Stadium, the Georgia World Congress Center Authority's downtown Atlanta campus is the No. 1 convention, sports and entertainment destination in the world.

Ensuring that these facilities – which exist for the primary purpose of generating economic benefits for the state of Georgia and enhancing the quality of life for every Georgian – are positioned for the future, the GWCCA developed a bold long-range strategic plan known as 2020 Vision. This dynamic evolution of the GWCCA campus is detailed in this user-friendly pamphlet.

In Fiscal Year 2016, the GWCCA hosted **523 events** and welcomed more than **2.7 million visitors** who generated **\$1.51 billion** in economic impact and sustained **15,764 jobs** in Georgia.



**1**  
**MERCEDES-BENZ STADIUM**  
Former Site Of The Georgia Dome  
Mercedes-Benz Stadium, the new home of the Atlanta Falcons and Atlanta United F.C. will open in July of 2017. It will provide fans with an unparalleled experience, while contributing to the economic growth and success of the city and state. With the addition of the new stadium, the GWCCA campus will host three of the world's largest events: the 2018 College Football National Championship, the 2019 Super Bowl, and the 2020 NCAA Final Four in successive years.



**2**  
**WESTSIDE GREENSPACE**  
Former Site Of The Georgia Dome  
A proposed redevelopment of the Georgia Dome site, this greenspace will function as a fan experience zone and a parking lot during events at Mercedes-Benz Stadium and the GWCCA. When not being utilized for parking or an event, this site is to function as greenspace and will be open for public use.



**3**  
**HOTEL**  
Former Site Of The Georgia Dome, on GWCCA side  
Combining feedback from campus partners, meeting planners, conventioners and hotel consultants, the GWCCA is moving forward with plans to build a new headquarters hotel on the southwest corner of the campus. The hotel will be developed in a joint public/private venture and will be located where the Georgia Dome currently sits, adjacent to Building C of the Georgia World Congress Center. The new company, a firm based in Boston, is the property's selected developer.



**4**  
**FLOORING UPDATES**  
Building B and C - GWCCA  
Starting in the lobby of Building C and covering approximately 81,000 square feet, the Georgia World Congress Center is replacing high foot traffic areas carpeting with a more durable hard surface known as terrazzo. The flooring project, expected to be complete by June 2017, will be done in phases to accommodate guest activity in the convention center and surrounding Georgia World Congress Center Authority campus. Complementing the terrazzo, new Georgetown-style broadloom carpeting will also be installed.



**5**  
**CONTIGUOUS EXHIBITION FACILITY**  
Between Building B and Building C - GWCCA  
With the growth in the convention market, large, open-air shows are demanding more contiguous space to offer to their exhibitors. Connecting Building B and Building C exhibit halls, the expansion space would provide more than 1 million square feet of contiguous exhibit space, and 48,000 square feet of new meeting space.



**6**  
**SOCIAL TABLE**  
Building B - GWCCA  
A \$3 million renovation transformed Terrace Restaurant into Social Table, a new flexible eatery that opened February 2017 in Building B. Social Table features a full bar/lounge bar, a build-your-own salad bar, a grab-and-go station, and a versatile menu that includes Southern barbecue, both burgers and authentic flatbreads. These three versatile concepts have been created to be flexible and adjust to the unique needs of each individual customer or show. WiFi is complimentary in this casual public space allowing attendees to stay connected while on the go.



**7**  
**PATH FOUNDATION UPDATES**  
At Centennial Olympic Park, a proposed bike shop will offer Downtown visitors to rent a bike and travel through the city and around the Atlanta Beltline. It would also be a place where riders can take in from surrounding neighborhoods, park their bikes, and visit the incredible attractions around the Park.  
Working with the PATH Foundation as it expands bike lanes throughout Downtown Atlanta, the Authority will play host to two central connections. PATH Westside will be constructed along from Allen St. Boulevard within the city right-of-way between Tucker Street and the entrance drive to the Georgia World Congress Center, and will then southbound in front of Building C to continue to Mercedes-Benz Stadium and the proposed pedestrian bridge over Northside Drive.



**8**  
**FORMER SITE OF THE METRO ATLANTA CHAMBER OF COMMERCE**  
Centennial Olympic Park - Across From College Football Hall Of Fame  
In January of 2016, the GWCCA purchased the Metro Atlanta Chamber of Commerce building. Plans have been finalized to decommission the structure in 2017, returning the three acres of land back into greenspace. This will open up vistas into the park, allow for greater park capacity, expand opportunities for events and festivals, and improve pedestrian circulation to the Georgia World Congress Center and surrounding community.



**9**  
**SOUTHERN COMPANY AMPHITHEATER**  
South End Of Park - Across From CNN Center  
The Southern Company Amphitheater will receive an upgrade that includes a larger stage and bandstand, as well as expanded seating and a new sound system. This update will support existing events that occur in the space now and provide the opportunity for other musical events to be hosted on the campus. The upgraded amphitheater will feature "plug-and-play" stage systems, modern light and sound systems, and enhanced guest amenities.



**10**  
**CENTENNIAL OLYMPIC PARK EVENT FACILITY**  
North End Of Park - Across From Georgia Aquarium  
A multi-level indoor/outdoor facility oriented towards park visitors provides another flexible event space at the GWCCA. The building will feature more than 8,000 square feet of programmable space, 6,000 square feet indoors, and 2,000 square feet of outdoor tented seating. It will also include additional rest room facilities for park visitors.



**11**  
**CENTENNIAL PLAZA**  
Former Andrew Young Boulevard Through Centennial Olympic Park  
In 2015, the GWCCA took the necessary steps with the City of Atlanta to permanently close Andrew Young International Boulevard through Centennial Olympic Park. In 2016, the park relaunched its widely popular AtlantaBike campaign to support the park for future generations. The bike lane purchased through the campaign will line the former road and bring it to plaza level-screening a pedestrian walk for people to gather in the park. The plaza will also feature new iconic artwork and educational features that honor the legacy of the Centennial Olympic Games and will function as a new gateway into both sides of the park's greenspace.



**12**  
**BAKER STREET CORNER**  
North End Of Park - Across From World Of Coca-Cola  
Enriching new gateways into the park can increase visibility and make the space feel more inviting to the public. The Baker Street and Centennial Olympic Park Drive corner will open as a major entry point into the park, with a new water feature, sculpture and landscaping.



# Next Phase

- We believe it is time for board and staff to commence the process of developing our next plan.
- Process:
  - Board retreat will devote one day to a facilitated program.
  - Board/staff will be arranged in teams.
  - John Bourke will lead our program – bio is at your seating location.
- Program will identify:
  - Key vision elements (market, financial, people)
  - Strategic direction and action areas
  - Our practical vision
  - Implementation Calendar





# Questions





**Next Meeting:**  
**GWCCA Board Planning Retreat**

**Wednesday, September 20, 2017**

**Thursday, September 21, 2017**

