

Georgia World Congress Center Authority

BOARD OF GOVERNORS MEETING

November 28, 2017



Authority



Financial



ACVB



Facilities

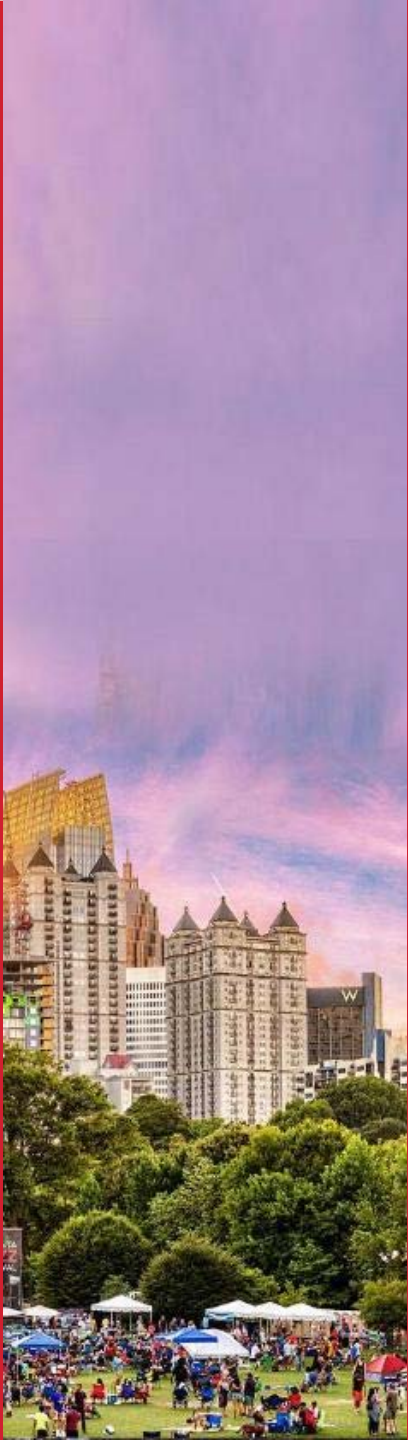


2018 Business and Financial Plan

Vision 2020 5 Year Strategic Plan

GWCCA Board Meeting

November 28, 2017



ACVB MISSION:

To sell and market metro Atlanta and Georgia globally as the premier conventions, meetings and tourism destination in the regional, national and international marketplace and favorably impact the Atlanta economy through conventions and tourism.

ACVB VISION:

To be the most hospitable convention city in the U.S. that is the easiest with which to do business.

VISION 2020

5 YEAR STRATEGIC PLAN

OVERALL OBJECTIVE

While continuing objective to reach a minimum

925,000

room nights for meetings greater than 2,500 room nights on peak,
also maintain a minimum of

20

city wide bookings in each year for 5,000 room nights and greater
on peak



VISION 2020

5 YEAR STRATEGIC PLAN

STRATEGIC PRIORITIES

Targeted focus to optimize the city by increasing meetings booked with room nights between 2,500 and 5,000 room nights on peak which will add 50,000 room nights per year

Execute plan for increased member engagement

“Mobile First” Design Approach: Shift interactive design and content delivery to focus on mobile first, before desktop, and optimize to smaller screens and differing needs

Continue emphasis on growth of visitation from Europe and Latin America and dramatically increase our focus on China doubling visitation by Chinese visitors to 100,000 annually

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Key Initiatives

- Align ACVB sales process with GWCC revenue management strategy
- Highly targeted Atlanta Updates and key sales initiatives toward groups of 2,500 to 5,000 room nights on peak
- Identify strategic partner that influences conventions in order to optimize GWCC and fill gaps in hotel room demand

- Fully define member engagement around mutually beneficial relationships, program involvement across ACVB functional areas, and member satisfaction
- Ongoing programs and initiatives to increase engagement and measure against benchmarks

- Develop content and site functionality specifically for mobile device use case scenarios
- Prioritize site sections for enhanced mobile device design layouts to accommodate Google AMP and structured markup frameworks
- Launch and expand installations of mobile app to provide highly personalized content delivery
- Develop consumer satisfaction survey to ensure equal satisfaction across platforms

- Rhythms of the South – Continue the successful international marketing alliance of Atlanta, Nashville and New Orleans by expanding target markets and furthering our consumer and trade outreach
- Invest in Chinese in-language marketing and sales assets, and dedicated native language support as needed
- Invite key Chinese travel trade to visit Atlanta and investigate hosting targeted industry events that focus on the Chinese market
- Continue work with Brand USA



2018 BUSINESS AND FINANCIAL PLAN

Executive Committee

2017 HIGHLIGHTS

WHERE WE HAVE COME

Continued positive momentum with visitor metrics from 2011 in City of Atlanta:

- Occupancy up 13.4% or 2.2% annualized
- REVPAR up 41.5% or 6.9% annualized
- Demand up 15.8% or 2.6% annualized

* Metro market share of demand in top 25 destinations up 5.6% or approximately .9% annualized





2017 HIGHLIGHTS

WHERE WE HAVE COME

Previous 5 Year Sales productivity history

- Total 2017 room nights booked up 9.8% or 1.6% annualized over base year net comparable booking history (less outlier events)
- Trade show room nights booked up 12.3% or 2.1% annualized over base year

Total room nights booked on 2,500+ peak groups up 28% from pre-2012 multi year average to a projected 1,014,362 (this is a three year running average)

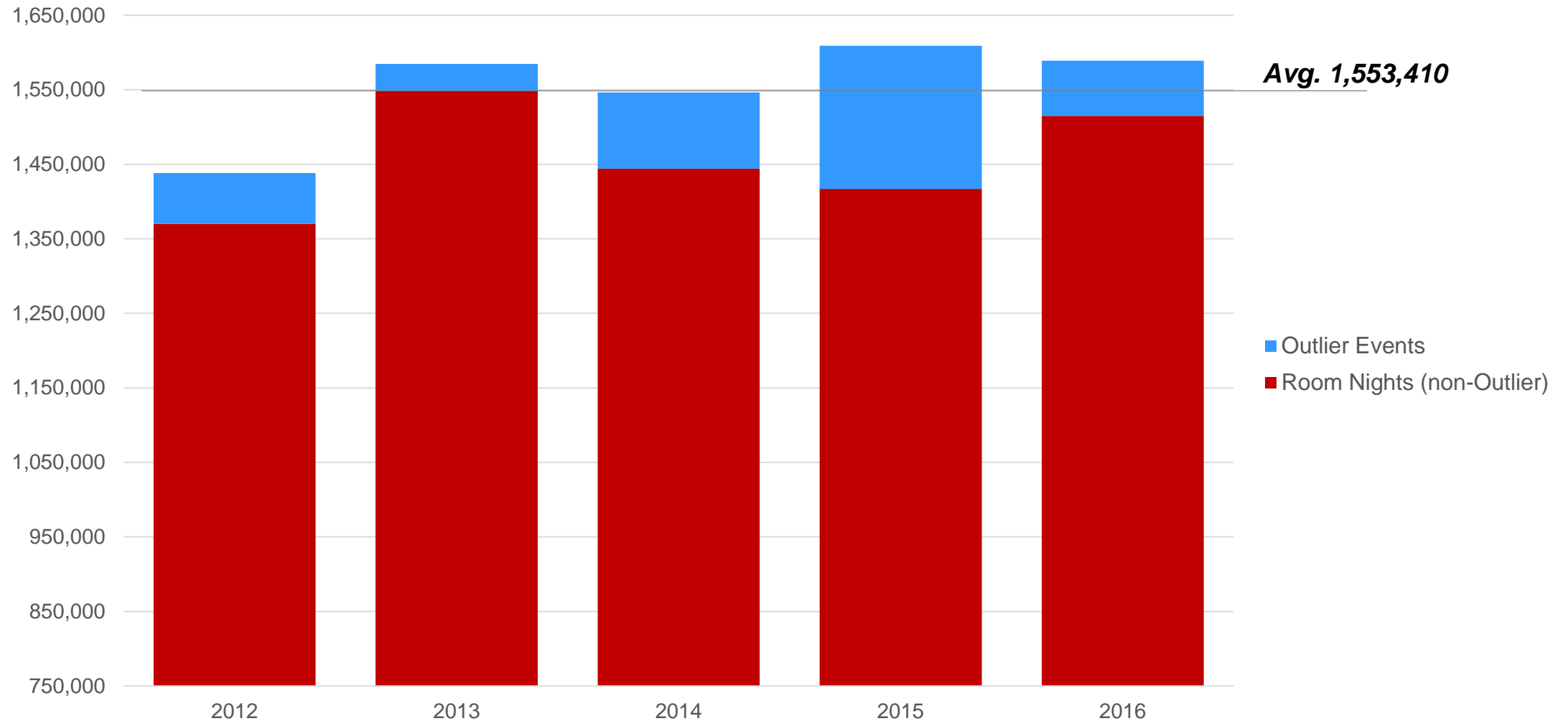
EVALUATING 2018 ROOMNIGHT GOAL SETTING USING 5 YEAR HISTORY 2012 -2016

Ten outlier events were broken out: seven large (5,000+ on peak) Microsoft groups, one Super Bowl, one NCAA Final Four and one College Football Championship.

		Total, All Group Sizes	Outlier Events	Net comparable roomnights booked
2012		1,438,164	68,139	1,370,025
2013		1,584,647	35,910	1,548,737
2014		1,546,384	102,292	1,444,094
2015		1,608,993	192,155	1,416,838
2016		1,588,863	73,866	1,514,997
2012 – 2016 Total		7,767,651	472,362	7,295,289
2012 – 2016 Average		1,553,410	94,472	1,458,938

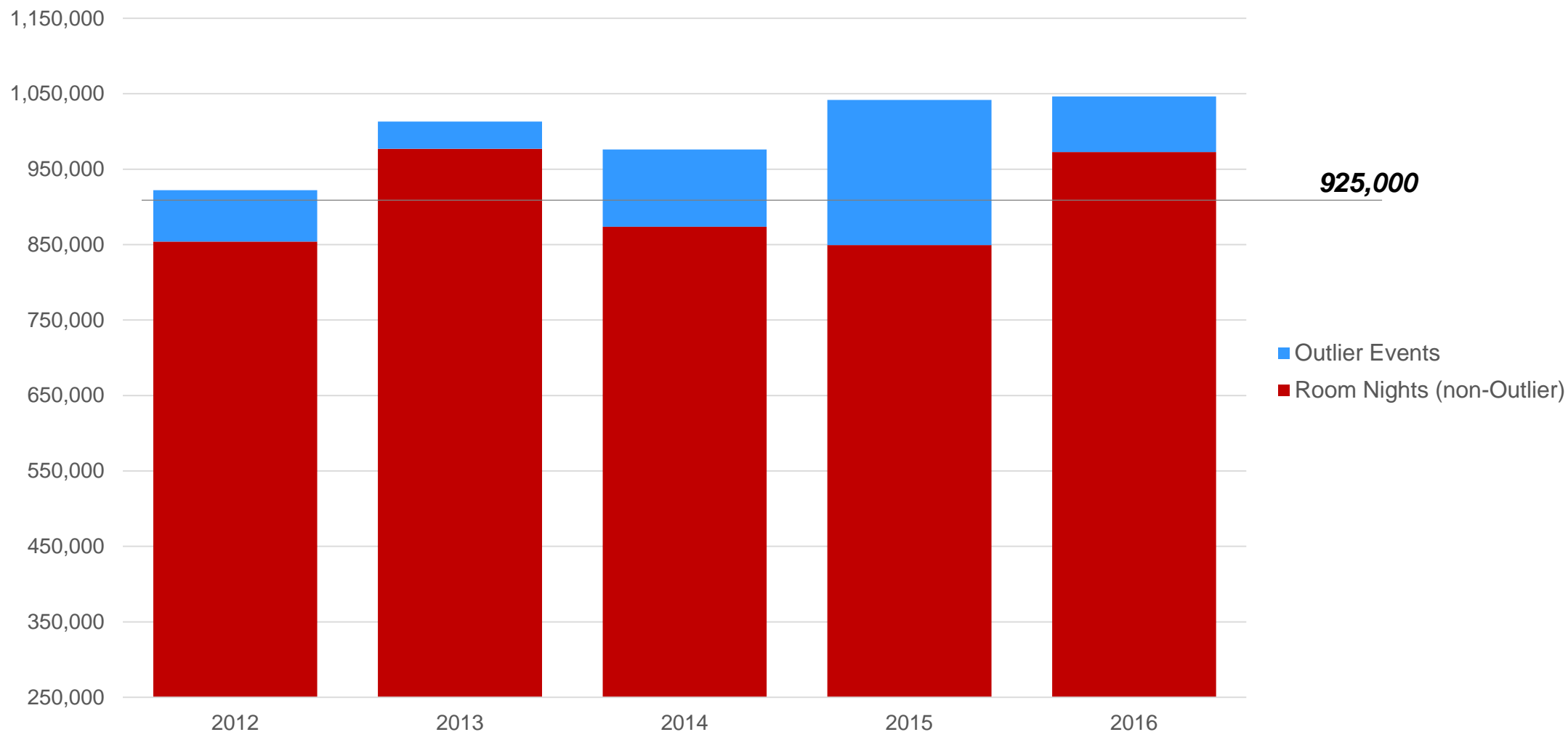
Source: Values as of reported in Simpleview on Oct 19 2017

EVALUATING 2018 ROOMNIGHT GOAL SETTING USING 5 YEAR HISTORY 2012 – 2016



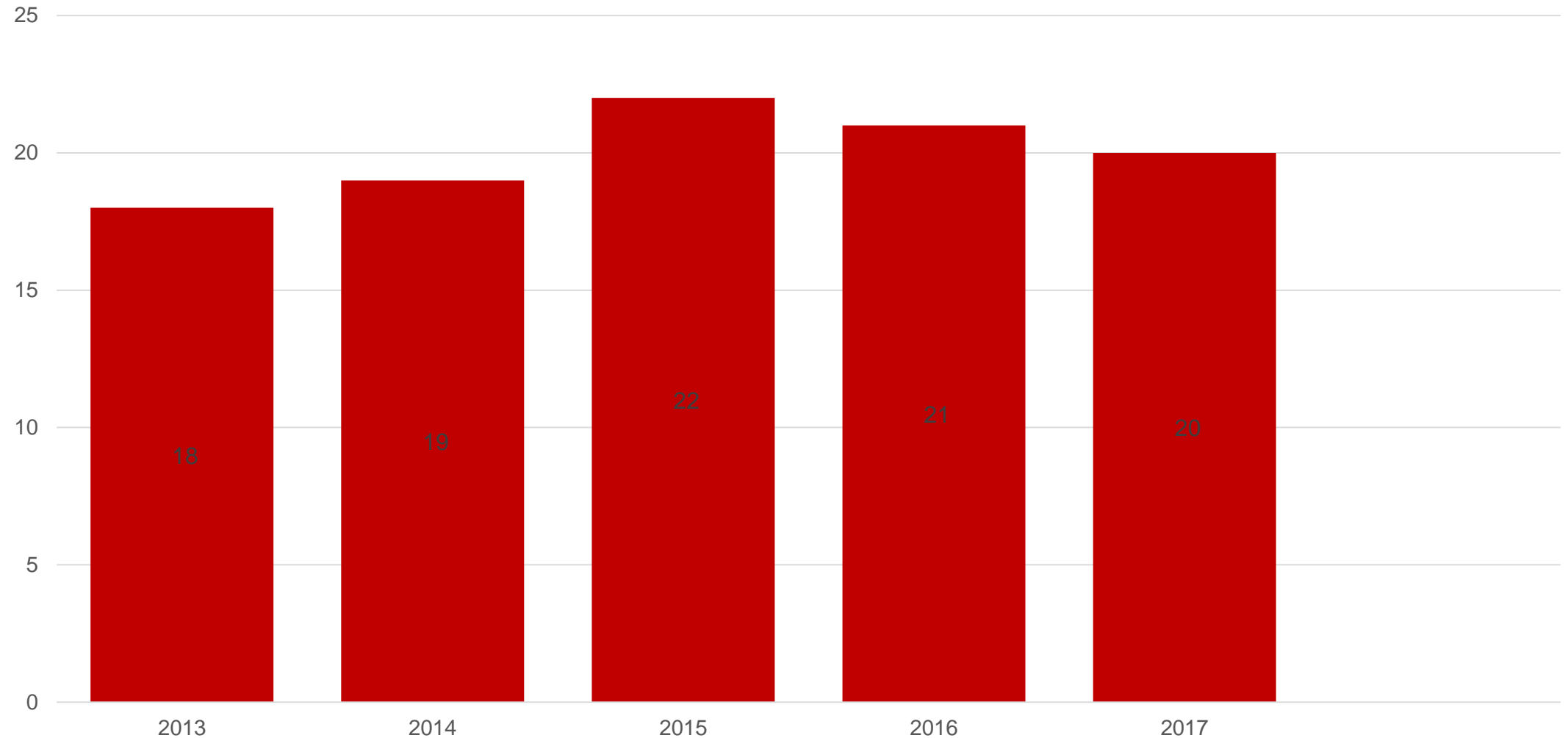
Source: Values as of reported in Simpleview on Oct 19 2017

EVALUATING 925,000 > 2,500 PEAK ROOMNIGHTS: GOAL SETTING USING 5 YEAR HISTORY 2012 – 2016



Source: Values as of reported in Simpleview on Oct 19 2017

EVALUATING MEETINGS # BOOKINGS > 5000 PEAK ROOM NIGHTS USING 5 YEAR HISTORY 2013 – 2017



2017 HIGHLIGHTS

							2012-2016 5yr average
		Goal		Projected		% of Goal	
Total room nights		1,676,393		1,507,500		89.9%	1,553,410
City wide room nights		1,275,000		1,100,000		86.3%	1,174,130
Room nights for 2,500 peak+		925,000		925,000		100.0%	1,002,475
							2017 Actual
# of major citywides		20		20		100.0%	21
> 5000 peak nights							
3 year running average							
Leads							
Total # of Leads		5,598		5,572		99.5%	5,522
# of city-wide leads		617		675		109.4%	690
Attendance goal for major city wides		100%		107%		107.0%	104.8%



2017 HIGHLIGHTS

- Continued leadership positions with PCMA, IAEE and ASAE
- Launched GWCC 2020 Vision at ASAE Annual Meeting
- Expanded awareness in China by hosting successful China – America Summit
- Assisted in securing MLS Allstar game in 2018
- Received several industry trade publication awards
- Secured Conference Direct Annual meeting for 2019
- Completed In-House meeting redesign
- Hosted over 375 customers from International Destinations
- Restructured sales programs and supported 55 events
- Hosted 840 meeting and convention site visits



2017 HIGHLIGHTS

- Achieved +70 million social media impressions (+19% vs YA) including 400,000 YouTube views YTD
- Launched two successful lead generation campaigns focused on City Wide and In-House - 692 leads YTD
- Expanded Atlanta360 virtual tour with comprehensive GWCC virtual tour and a standalone GWCC360 web platform
- Supported ASAE 2017 with high impact Trade Show booth with virtual tours and GWCCA Vision 2020 video loop
- Launched innovative intelligent smartphone APP to help drive meeting attendance



2017 HIGHLIGHTS

- Premiered two new Music Voyager Atlanta episodes III and IV, syndicated on four continents
- Expanded I AM ATL Consumer campaign with +11 videos distributed on Atlanta.net, Facebook and YouTube
- Fielded Summer Consumer Campaign including hosting 2 national Social Media Influencers, generating 64,000 clicks to campaign and partner sites
- Co-produced 80 page November edition Delta Sky Atlanta Profile
- Finalized and implemented Rock Our Brand design strategy across all departments and touch points
- Continued local #DiscoverATL, outdoor campaign with refreshed assets achieving +\$1 million in VIK media



@christopherbw

2017 GROUP MARKETING

HIGHLIGHTS. RESULTS. CREATIVE.



CONVENTION TRADE SHOWS

ASAE XDP – Washington, D.C., May 23 – 24, 2017

ASAE Annual Meeting & Expo – Toronto, August 12 – 15, 2017

- Booth Design at key tradeshow focusing on GWCCA new developments
- Interactive Virtual Tour of Atlanta Plus Newly Captured Georgia World Congress Center (debuted at ASAE 2017 Annual Meeting)
- Virtual Reality In-Booth Experience
- Google Cardboard (VR Viewer Giveaway)
- GWCCA Vision 2020 Video Loop

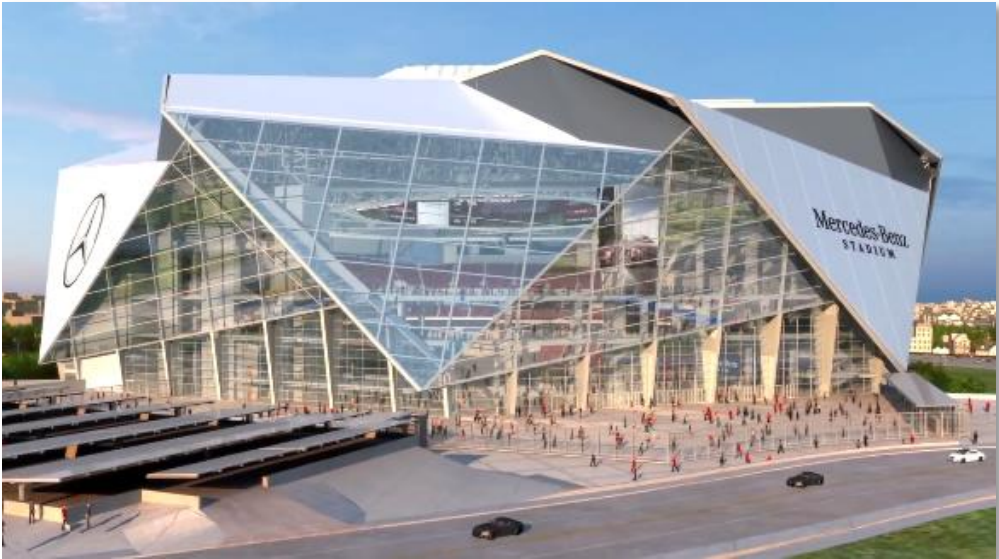
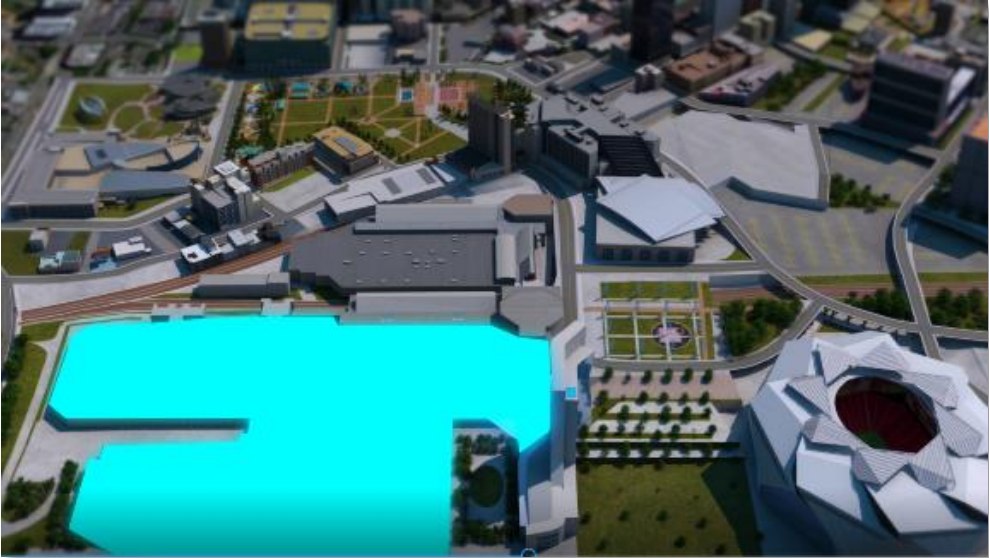
2017 CONVENTION TRADESHOW BOOTH

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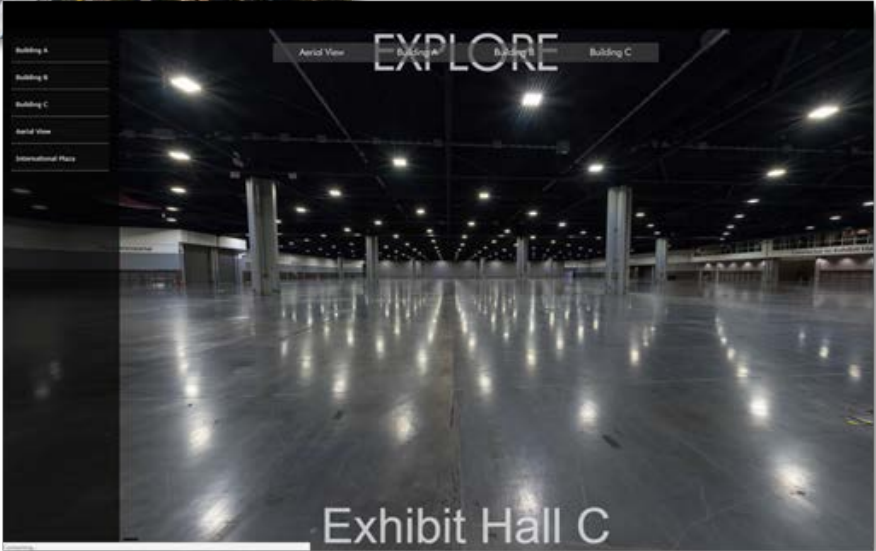
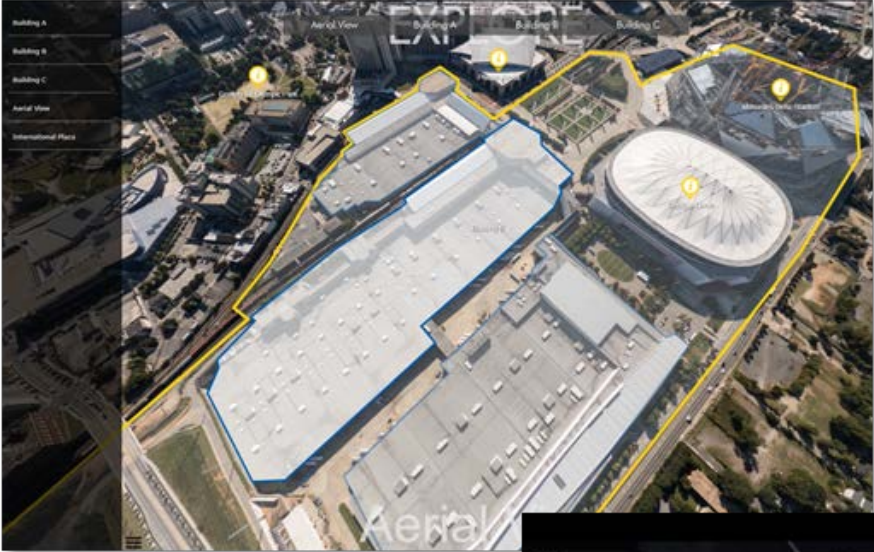
Large Screen Interactive Virtual Tour of Atlanta and GWCCA Assets

GWCCA VISION 2020 VIDEO LOOP



GWCCA 360 / VIRTUAL TOUR

Comprehensive hi-res Virtual Tour of the GWCC added to the VR platform on AtlantaMeetings.com and also featured on gwcca.org



2017 UPDATE & UPNEXT PRESENTATIONS

**NEW HQ HOTEL
CONNECTED TO THE GWCC**



**EXPANDING CONTIGUOUS EXHIBIT
SPACE TO 1 MILLION + GSF AND
UPGRADED FLOORING FEATURING
TERRAZZO**

**A \$27 MILLION BEAUTIFICATION
OF CENTENNIAL OLYMPIC
PARK**



2017 BID BOOKS

GEORGIA WORLD CONGRESS CENTER

Building A is the first of 3 beautiful buildings at the Georgia World Congress Center. This building features three exhibit halls totaling 303,000 square feet of prime exhibit space and 26 meeting rooms. Building A also features two two-level ballrooms, Music Auditorium which is the perfect setting for conferences, award presentations, and entertainment events.





BUILDING A

- 343,000 square feet of exhibit space
- 3 exhibit halls
- 26 meeting rooms
- Delray Music Auditorium
- 1,730 seats
- 150,000 square feet of prime exhibit space
- 2,000 square feet of meeting area
- Executive Boardroom
- Seating 30

After the Georgia World Congress Center expansion in 2012, it became the first expanded and renovated major convention center in the United States.

Located in the heart of downtown Atlanta, the Georgia World Congress Center features 1.4 million square feet of prime exhibit space, 12 exhibit halls, 100 meeting rooms and 2 grand ballrooms. Complimentary to the Georgia Dome and Georgia Tech Olympic Park, the three facilities comprise one of the world's most sophisticated convention centers in the world.

GEORGIA WORLD CONGRESS CENTER

Building B is the second of the Georgia World Congress Center. With 4 exhibit halls, Building B has over 436,000 square feet of exhibit space along with 41 meeting rooms. Two 30,000 square foot Theater Meeting Ballrooms located on level 2 of Building B has hosted Presidential addresses, World's 100 products, and everything in between. This ballroom comfortably accommodates 2000 for dinner and 1,000 in Theater style arrangements.




BUILDING B

- 436,000 square feet of exhibit space
- 4 exhibit halls
- 41 meeting rooms
- 30,000 square foot Theater Meeting Ballrooms that include 30,000 sq. ft. of usable space
- Made up of 4 Sections

After the Georgia World Congress Center expansion in 2012, it became the first expanded and renovated major convention center in the United States.

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GEORGIA WORLD CONGRESS CENTER

Building C will offer a breathtaking welcome to show attendees with a lobby large enough to hold the 1000s. This area includes 4 exhibit halls totaling over 450,000 square feet, 37 meeting rooms and 2 show floor auditoriums. The 450,000 square foot Georgia Ballroom has a gallery area and outdoor balcony. The ballroom comfortably seats 2000 for dinner and 3,000 theater-style.




BUILDING C

- 450,000 square feet of exhibit space
- 2 Show-Floor Auditoriums
- 37 meeting rooms
- 35,277 square foot Georgia Ballroom includes 40% of show display
- Ballroom C has a gallery area and outdoor balcony

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GREEN MEETINGS IN ATLANTA

The U.S. Green Building Council (USGBC) has named Atlanta as one of the top U.S. cities for energy-efficient buildings that earned LEED® ratings. The city's green and LEED® buildings are the result of Georgia recognized Atlanta for national leadership in launching the Green Building Challenge.

ATLANTA HIGHLIGHTS

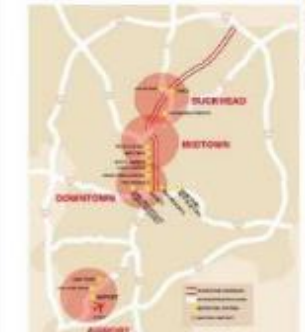
- Atlanta is a Green Building Leader. The city has the highest number of LEED® buildings in the Southeast.
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AT-A-GLANCE

ATLANTA HIGHLIGHTS

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ATLANTA'S UNIQUE MEETING DISTRICTS



Getting to Atlanta is easy. Once you've discovered the best of Atlanta and met our people, you'll be the hard part. Atlanta's unique meeting districts provide you with the options to select the best location on the city for your upcoming meeting. These districts offer a variety of hotels and special event venues to best fit your needs, and each with a unique personality of their own. These areas are made to help your attendees entertained during their time.

JUST STEPS AWAY



DOWNTOWN DISTRICT

Atlanta is a city of steps. It's a city of steps that are just steps away from the heart of downtown Atlanta. It's a city of steps that are just steps away from the heart of downtown Atlanta. It's a city of steps that are just steps away from the heart of downtown Atlanta.

THE NUMBERS


- 100,000+ sq. ft. of prime exhibit space
- 21 million sq. ft. of total exhibit space
- 10 million sq. ft. of total exhibit space

WALKING AROUND THE DOWNTOWN DISTRICT



Walking around the downtown district is a pleasure. It's a city of steps that are just steps away from the heart of downtown Atlanta. It's a city of steps that are just steps away from the heart of downtown Atlanta. It's a city of steps that are just steps away from the heart of downtown Atlanta.

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2017 ATLANTAMEETINGS.COM REFRESH

The screenshot shows the old website design. The header includes the Atlanta logo and navigation links: WHY ATLANTA, PLAN A MEETING, SUBMIT RFP, FACILITIES & VENUES, PROMOTE A MEETING, TRAVEL RESOURCES, CONTACT US, and ACCOUNT LOGIN. The main banner features a photograph of the Georgia World Congress Center building with the text "GEORGIA WORLD CONGRESS CENTER" and "The nation's fourth-largest convention center". Below the banner, a sidebar on the left lists "FACILITIES AND VENUES" with sub-links for Georgia World Congress Center, Atlanta Convention Center at AmericasMart, and Facilities & Venues Search. It also has "NEWS RELEASES" with three articles: "Inaugural NACV Show in Atlanta Scores High Marks", "Smart Meetings: Guide to Top 7 Street Art Cities in the U.S.", and "Meetings and Conventions: First Solis Hotel in U.S. to Debut at Porsche Campus". The main content area is titled "DISCOVER WHAT'S NEXT AT THE GEORGIA WORLD CONGRESS CENTER CAMPUS" and includes a photograph of the campus at night. Below the photo is a paragraph of text and a list of statistics under the heading "Georgia World Congress Center Authority: By the Numbers".

ATLANTA

WHY ATLANTA PLAN A MEETING SUBMIT RFP FACILITIES & VENUES PROMOTE A MEETING TRAVEL RESOURCES CONTACT US ACCOUNT LOGIN

GEORGIA WORLD CONGRESS CENTER

The nation's fourth-largest convention center

GEORGIA WORLD CONGRESS CENTER

FACILITIES AND VENUES / GEORGIA WORLD CONGRESS CENTER

FACILITIES AND VENUES

- GEORGIA WORLD CONGRESS CENTER
- ATLANTA CONVENTION CENTER AT AMERICASMART
- FACILITIES & VENUES SEARCH

NEWS RELEASES

- Inaugural NACV Show in Atlanta Scores High Marks
- Smart Meetings: Guide to Top 7 Street Art Cities in the U.S.
- Meetings and Conventions: First Solis Hotel in U.S. to Debut at Porsche Campus

DISCOVER WHAT'S NEXT AT THE GEORGIA WORLD CONGRESS CENTER CAMPUS

The country's fourth largest convention center is in the midst of a dynamic evolution. New features of the Georgia World Congress Center include a new flexible seating concept called Social Table, replacement of carpet with terrazzo flooring, and plans are in motion to create one million square feet of contiguous exhibition space. Whether it's the right size room to excite your sales force or the perfect area to generate buzz for your business, the Georgia World Congress Center can accommodate your needs.

Georgia World Congress Center Authority: By the Numbers

- 3.91 million square feet
- 12 exhibit halls w/1.4 million square feet of prime space
- 98 meeting rooms
- 2 High end Boardrooms
- 2 ballrooms
- 3 fixed-seat auditoriums
- Parking for nearly 7,000
- Fully ADA accessible

The screenshot shows the new website design. The header is similar to the old version but includes a search bar. The main banner features a photograph of the Georgia World Congress Center Authority building at night with the text "GEORGIA WORLD CONGRESS CENTER AUTHORITY" and "New Developments Transform Future Meetings". Below the banner, a sidebar on the left lists "NEWS RELEASES" with three articles: "Inaugural NACV Show in Atlanta Scores High Marks", "Smart Meetings: Guide to Top 7 Street Art Cities in the U.S.", and "Meetings and Conventions: First Solis Hotel in U.S. to Debut at Porsche Campus". The main content area is titled "SEE WHY AN UNFORGETTABLE MEETING IS IN YOUR FUTURE IN ATLANTA" and includes a video player showing a rendering of the new campus. Below the video is a paragraph of text and a list of key highlights that will contribute to an unforgettable meeting experience.

ATLANTA

WHY ATLANTA PLAN A MEETING SUBMIT RFP FACILITIES & VENUES PROMOTE A MEETING TRAVEL RESOURCES CONTACT US ACCOUNT LOGIN

GEORGIA WORLD CONGRESS CENTER AUTHORITY

New Developments Transform Future Meetings

FACILITIES AND VENUES / GEORGIA WORLD CONGRESS CENTER

NEWS RELEASES

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SEE WHY AN UNFORGETTABLE MEETING IS IN YOUR FUTURE IN ATLANTA

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 undergoing a dynamic evolution. Key highlights that will contribute to your unforgettable meeting experience include:

- Fixed gateway between Buildings B and C exhibit halls to create 1M GSF of contiguous exhibit space
- New 800- to 1,000-room high-rise luxury hotel
- Multiple transformative projects at 21-acre Centennial Olympic Park
- 20 private event spaces at Mercedes-Benz Stadium

SEE MORE OF THE FUTURE

2017 ADVERTISING – ATLANTA IS CAMPAIGN



ATLANTA IS TRENDING

#atlmeetings #awcc #awccexpansion #awccvision2020 #theworldisgettingbigger #smallworld #trendingatl #discoveratl

OUR WORLD IS GETTING BIGGER; YOURS JUST GOT SMALLER

The world's largest LEED certified convention center is expanding, transforming the No.1 convention, sports and entertainment destination in the world. What does that mean for you? Everything you need for your meeting will happen on a much more compact campus.

- Multi-use expansion hall creates 1M+ GSF of contiguous exhibit space (nearly 1.5M GSF overall)
- A new retractable-roof stadium, the Mercedes-Benz Stadium (Home to Super Bowl L11)
- New on-campus headquarter hotel
- \$27 million reenvisioning of Centennial Olympic Park

VISIT ATLANTAMEETINGS.COM TO LEARN MORE.



2017 ADVERTISING – ADVERTORIALS



GREATER ATLANTA

A BOOMING CITY WITH EVEN BIGGER PLANS

Centennial Olympic Park

Atlanta's growth as a meetings destination is slated to accelerate

BY DEB GREY

Like other large cities around the country, Atlanta has ridden the momentum of a good economy to partner a plethora of meeting, convention and trade show business. Atlanta hosted 18 citywide events with more than 6,000 peak-night guest rooms booked in 2016—that's one every three weeks—and will host another 18 such events in 2017.

The city is a favorite meetings destination for corporations and associations in the fields of manufacturing, logistics and agriculture because it is close to their Southeastern operations and corporate hubs.

What's more, the medical, pharmaceutical and engineering niches use Atlanta frequently for meetings in order to draw upon the local experts at the Centers for Disease Control as well as the science departments at Georgia Tech, Emory University and other institutions of higher learning.

With Atlanta's hotel occupancy rate hitting a record 73 percent in 2016 and showing no signs of retreat in 2017, event planners considering the city will want to compare the costs with those in other large markets.

For small to mid-sized groups that might want to use one or two hotels for a meeting, Mark Vaughan, executive vice president and chief sales officer for Atlanta Convention & Visitors Bureau, has this advice: "November and December are times of good value. We host several sporting events that bring mostly leisure visitors in those months, so there is plenty of meeting space available."

And with an average high temperature of 54 degrees as late as December 21, Atlanta almost always provides a comfortable, walkable experience during those months.

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@SMARTMEETINGS

2017 PR PLACEMENTS

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ATLANTA BUSINESS CHRONICLE

FEBRUARY 24-MARCH 2, 2017

HOSPITALITY QUARTERLY

Changes to Georgia World Congress Center help grow convention business

BY H.M. CAULEY
Contributing Writer

Atlanta has a big going for it as a convention city. There's the generally agreeable weather and the accessibility afforded by the world's busiest airport.

Getting from the plane to the downtown district, beginning with restaurant, hotels and attractions, is easy. Now plans announced for the Georgia World Congress Center aim to make the city's attractions even more magnetic.

Consultations with convention and tourism experts led to approval changes to the 2017 convention meeting venue that, when completed in about two years, have the potential to bring even more business to the city.



Kevin Durall



Centennial Olympic Park will have new open space where the former Metro Atlanta Chamber building once stood.

“First and foremost, our customers are paramount,” he said. “We really believe you need better connectivity and exhibit space to help our customers do their jobs better,” said Kevin Durall, chief operating officer of the Georgia World Congress Center Authority. “The long construction timeline will get us in the running for larger events that might not consider Atlanta otherwise, and it will help us compete with other cities we do like to compete for.”

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ATLANTA BUSINESS CHRONICLE

Centennial Olympic Park moves forward with \$25 million refresh

BY H.M. CAULEY
Contributing Writer



Centennial Olympic Park, the site of the 1996 Summer Olympics, is set to undergo a \$25 million refresh. The project, led by the Atlanta Olympic Committee, aims to modernize the park's infrastructure and improve the visitor experience. Key areas of focus include the stadium, surrounding walkways, and landscaping. The refresh is expected to be completed by late 2017, in time for the 2017 Georgia World Congress Center convention season.



The refresh project is a significant investment in the park's future. It will include the installation of new lighting, irrigation systems, and seating. The project also involves the removal of old structures and the construction of new walkways and landscaping. The refresh is expected to be completed by late 2017, in time for the 2017 Georgia World Congress Center convention season.



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ATLANTA BUSINESS CHRONICLE



ATLANTA BUSINESS CHRONICLE



A HOT TICKET

Successive years of a construction boom in Atlanta have had a big impact on the city's meeting industry.

BY H.M. CAULEY
Contributing Writer

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Successive years of a construction boom in Atlanta have had a big impact on the city's meeting industry.

“Moving outdoors is really popular with groups now and I’m glad Atlanta has a lot of options for groups who want to do that, and it kind of incorporates that health and wellness trend.”

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GREATER ATLANTA



A BOOMING CITY WITH EVEN BIGGER PLANS

Atlanta's growth as a meetings destination is slated to accelerate

BY H.M. CAULEY
Contributing Writer

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2017 CONSUMER MARKETS

HIGHLIGHTS. RESULTS. CREATIVE.



I AM ATL + MUSIC VOYAGER



PRODUCED MUSIC VOYAGER

TWO FULL EPISODES

- Aired on Public Broadcasting Service (PBS) nationally starting in August and internationally in November
- Highlights visual and performing arts through artists/locals, ACVB partners and members

ELEVEN VIDEO SHORTS – LOCAL'S GUIDE TO ATLANTA

- Added to YouTube channel/playlist and foundation for I AM ATL campaign



EXPANDED *I AM ATL* CAMPAIGN

VIDEO SHORTS + :30 TEASER

+11 video shorts (appx 2 mins each)
YouTube and FB

360° VIDEO

4 I AM ATL influencers (appx 3 mins)
YouTube and FB

BLOG

22 long form posts*
Atlanta.net/IAMATL

BRAND USA AIRPORT SIGNAGE





2018 BUSINESS PLAN

2018 GOALS

- Increase room night bookings and maximize 1% Convention Marketing Fund
 - Room nights:
 - Estimated increase in room nights of 6.4% over year end actual for trade show sales(1,170,000)
 - Estimated increase in room nights of 2% over year end actual for in-house sales (415,000)
 - 3-year average of major citywide conventions booked/events (5,000 peak nights and above) to continue at 20
 - 925,000 room nights booked for 2,500 peak and above
 - Leads to increase by 2% over year-end actual
- Achieve 100 percent attendance goal for major citywide conventions
- Increase visibility of Atlanta as one of the top U.S. meeting and travel destinations
- Establish ACVB content distribution channels as the premier marketing platform for the Atlanta hospitality industry
- Continue to position ACVB as an industry expert nationally and as the singular voice of hospitality in Atlanta

INCREASE ROOM NIGHT BOOKINGS AND MAXIMIZE 1% CONVENTION MARKETING FUND

New or significant ramp up in focus

- Expand resources and redeploy sales efforts in the Washington DC market
- Expand China travel market by hosting Active America China
 - Top tour operators from China
 - Develop relationships to expand travel and tourism experiences
 - Create awareness of Delta's nonstop flight to Shanghai
- Expand presence in Midwest association market with new strategic partnership with Association Forum
- Re-allocate resources to create direct sales focus on expanded GWCC convention space

Continue or enhance focus from prior year

- Expand opportunities within the emerging "Independent Show Organizer" (for-profit) market
- Revamp sales programs to maximize exposure
- Quarterly in market sales calls
- Further optimization of in-house sales efforts and small meetings
- Redevelop major customer engagement strategy with key accounts
- Enhance partnership with international regional marketing efforts

INCREASE ROOM NIGHT BOOKINGS AND MAXIMIZE 1% CONVENTION MARKETING FUND

Continue or enhance focus from prior year

- Adding 2 new sales programs
- Host sales missions in Washington, D.C. and Chicago
- Attend one major prospect's event per quarter
- Quarterly regional sales calls by each manager
- Identify trade shows not considering Atlanta and attend their convention
- Continue efforts on major tradeshow that show strong attendance in Atlanta
- Host 20 FAM trips for international tour operators
- Participate in 57 industry events and trade shows to highlight Atlanta as a premier meeting and convention destination
- Further enhance our partnership with the major third party partners and monitor production quarterly
- Continue to optimize Atlanta's destination advertising campaign targeted to meeting planners to achieve maximum reach and impact

ACHIEVE 100% ATTENDANCE GOAL FOR MAJOR CITYWIDE CONVENTIONS

New or significant ramp up in focus

- Work with convention and meeting planners to maximize use of new destination marketing and public relations assets and utilization of attendance building enhanced services offerings: app, videos, customized print & digital collateral, and integrated marketing campaigns.
 - Market Atlanta on site at 10 top-tier major customer conventions in preparation for their 2019 convention in Atlanta
 - Leverage new robust mobile app for meeting specific attendee engagement
 - Expand offerings of new customized mini-sites to mid-tier conventions
 - SITE visit templates including 360 virtual tours
 - Atlanta articles for industry publication
 - Enhanced digital and print collateral for client use in selecting and planning a meeting in Atlanta
- Public Relations to host Media FAM trips for top 4 citywide groups
- Host exhibitor and/or marketing FAM/SITE trips for top 5 citywide groups

ACHIEVE 100% ATTENDANCE GOAL FOR MAJOR CITYWIDE CONVENTIONS

Continue or enhance focus from prior year

- Collaborate with local organizing committees in key support roles for: College Football National Championship, MLS All-Star Game, NFL Super Bowl, and NCAA Final Four
- Continue scalable and responsive mini-sites for ALL ACVB convention/meeting clients
- Ensure ACVB services and resources are aligned with clients goals and objectives
- Continued focus on repurposing ACVB advertorials, articles, releases for customer-to-attendee communications
- Active participation in Event Services educational resources/webinars to learn best practices and new ideas in attendance building efforts from external organizations and cities, via CS membership
- Continue targeting attendees with destination content through all digital channels
- Continue exploration of most effective manner to facilitate increased international meeting attendance
- Develop integrated branding mini-sites, providing online attendance-building marketing for all full service city-wide groups
- Continue to plan/host UpNext Atlanta in DC in 2019
- Continue to leverage relationships with GDEcD and MACOC to connect customers to additional resources for programing and attendance building in the region

INCREASE VISIBILITY OF ATLANTA AS ONE OF THE TOP U.S. MEETING AND TRAVEL DESTINATIONS

New or significant ramp up in focus

- Evolve the meeting planner campaign to strongly promote GWCC Vision 2020 developments
- Develop a new brand positioning to roll-out across leisure and meetings campaigns
- Leverage media spotlight of major sporting events to extend brand message to wider audience

Continue or enhance focus from prior year

- Provide Sales and CS online tools to leverage Atlanta360 content, supporting site visits/FAMs
- Maximize regional partnerships/alliances focusing on international visitation
- Continue Meeting Planner oriented editorial strategy with relevant monthly industry focused articles
- Leverage I AM ATL videos and stories to reach target audiences and change perceptions about Atlanta
- Enhance the media buying strategy to more effectively span digital and social channels to reach the target audiences
- Provide Sales, CS and International Tourism with enhanced collateral and tools
- Expand content partnership approach with EventSphere to other housing companies
- Leverage new and emerging product, existing assets, industry research and current news, to drive continuous editorial destination coverage
- Continue to refresh/refine summer and holiday co-op campaigns
- Continue with innovative content strategy to reach target audiences through multiple channels

ESTABLISH ACVB CONTENT DISTRIBUTION CHANNELS AS THE PREMIER MARKETING PLATFORM FOR THE ATLANTA HOSPITALITY INDUSTRY

New or significant ramp up in focus

- Adopt best practices for adhering to search engines and consumers preference for mobile content
- Launch mobile app and expand installs

Continue or enhance focus from prior year

- Invest in video and strong visuals to drive traffic and engagement
- Train Sales and Convention Service to leverage the new online resources and increase relevancy and visibility of AtlantaMeetings.com
- Expand editorial content delivery and frequency based on consumer needs and engagement
- Continue to expand Atlanta360 virtual tour assets
- Refine publisher business model to accommodate ACVB's multi-channel strategy
- Ongoing refinement of successful search engine optimization (SEO) strategy to drive qualified traffic to the key content categories
- Ongoing refinement eCRM (includes social) program to maximize user engagement while growing user base
- Optimize ad model to leverage growth of mobile and provide additional revenue opportunities

POSITION ACVB AS AN INDUSTRY EXPERT NATIONALLY AND, AS THE SINGULAR VOICE OF HOSPITALITY IN ATLANTA

New or significant ramp up in focus

- Ramp up focus on all legislation which could have a negative impact on our industry
- Marketing to provide Membership with enhanced selling tools – collateral, business case and tiered digital/social packages
- Maximize utilization of company-wide CRM software

Continue or enhance focus from prior year

- Continue focus on cabinet alignment against industry priorities and initiatives
- Engage public and private sector by serving on boards, speaking engagements and utilizing Atlanta executives in ACVB sales efforts
- Maintain relationships with city and state administrations
- Maintain leadership positions on hospitality industry boards
- Highlight industry expertise through guest columns and editorials



2018 FINANCIAL PLAN NARRATIVE

Our projections for all revenues for 2018 are flat to 2017. As we have been saying for some time, we knew 2017 and 2018 would plateau after several years of strong growth. We are holding all budget expenses at forecasted year end 2017 spending levels. There have been no cuts to promotional expenses.

We are projecting room demand to be flat or slightly negative, and we are expecting REVPAR to be flat or very slightly positive.

External audit firm: Frazier & Deeter, LLC

2018 SUMMARY BUDGET

	2018 Budget	2017 Forecast
Total revenue	\$ 32,240,462	\$ 32,220,462
Total expense	31,985,659	31,938,865
<hr/> Excess(deficiency)	<hr/> \$ 254,803	<hr/> \$ 281,597

TOTAL PUBLIC SECTOR REVENUE

	2018 Budget	2017 Forecast
Hotel tax - City of Atlanta	\$ 14,174,059	\$ 14,174,059
Hotel tax - Fulton County	-	35,000
Atlanta Convention Marketing Fund - 80%	7,199,522	7,199,522
Atlanta Convention Marketing Fund - 20%	1,799,881	1,799,881
Total Public Sector Revenue	\$ 23,173,462	\$ 23,208,462

TOTAL PRIVATE SECTOR REVENUE

	2018 Budget	2017 Forecast
Annual meeting/HHOF/HBN	\$ 180,000	\$ 180,000
Contributed services	5,175,000	5,000,000
Co-op cash support	725,000	675,000
Grants/sponsorships	-	-
Internet revenue	157,000	157,000
Membership dues	1,390,000	1,385,000
Membership services	18,000	17,000
Other revenue	277,000	475,000
Publication ad revenue	1,145,000	1,135,000
Total private sector revenue	\$ 9,067,000	\$ 9,024,000

TOTAL EXPENSE

	2018 Budget	2017 Forecast
Direct promotional expense	\$ 12,486,484	\$ 12,444,046
Expense against capital assets	1,899,000	1,898,112
Other operating expense	837,000	836,439
Payroll and related expense	9,565,102	9,560,746
Transfer to ACMF reserve	7,199,522	7,199,522
<hr/> Total expense	<hr/> \$ 31,987,108	<hr/> \$ 31,938,865

TOTAL BUDGET BY CORPORATE ENTITY |

	2018 Revenue	2018 Expense
Atlanta Convention & Visitors Bureau, Inc.	\$ 29,436,462	\$ 29,334,662
ACVB Enterprises, LTD	1,302,000	1,152,446
ACVB Foundation, Inc.	1,502,000	1,500,000
	<hr/>	<hr/>
	\$ 32,240,462	\$ 31,987,108



October Financial Update

Janet Arsenault, Sr. Director of Finance





Financial Snapshot – October 2017

Monthly Profit/Loss



Actual **\$1,170,354**
Budgeted **\$485,392**



H/M Tax

Actual **\$2.04M**
Budget **\$2.16M** <5.66%
FY17 **\$2.06M**



Customers
(Estimated)

517,432



Economic
Impact
(Estimated)

\$116.7M





Georgia Dome Demolition Update

Matt Dale, Darden & Company

Wayne Wadsworth, HHRM

Brad Hutto, HHRM







Food & Beverage Services Request for Proposal Update

Erle Coleman, Director of Supply Chain





Food & Beverage Process Update

RFP/RFQ Submitted By:

- Centerplate
- Levy
- Savor





Food & Beverage Process Update

COMMITTEE MEMBERS	COMMITTEE ADVISORS
Damon Bell, Sr. Director of Convention Sales	Janet Arsenault, Sr. Director of Finance
Greg Bryant, Director of Vendor Management	Kevin Duvall, Chief Operating Officer
Joe Bocherer, Chief Commercial Officer (F&B Chair)	Phil Gingrey, Board Member
Chris Chadwick, Event Services Manager	Anne Hennessy, Board Member
Dree Porter, Accounts Receivable Manager	Frank Poe, GWCCA Executive Director
Jennifer LeMaster, Chief Administrative Officer	Pargen Robertson, GWCCA Legal Counsel





Food & Beverage Process Update

Evaluation Criteria:

- Executive Summary: Vision/Strategy 15%
- Detailed Team Organization 35%
- Program Management Plan 35%
- Financial Analysis & Financing Plan 15%



Food & Beverage Process Update



ELEMENT		COMPLETION DATE
PROJECT MASTER SCHEDULE	Notification to Proceed	July 14, 2017
	Development of RFP/Sample Contract	August 31, 2017
	Mandatory Pre-bid	September 28, 2017
	Proposals Due	October 27, 2017
	Review – short list	November 3, 2017
	Firm Presentation	November 17, 2017
	Reference Checks	November/December 2017
	Review with Board F&B Committee	December 2017
	Identification of Apparent Awardee	TBD
	Negotiation/Execution of Agreement	TBD





Questions?





RESOLUTION
Hotel Project Development Agreement
&
Reimbursement for Capital Expenditures from
Bond Proceeds

Pargen Robertson, GWCCA Legal Counsel





Hotel Project Development Agreement

Pursuant to the Site Coordination Agreement executed between the Authority and the Atlanta Falcons Stadium Company, LLC (“StadCo”) dated May 18, 2015, the Authority reserves a right to redevelop a portion not to exceed 60,0000 square feet of the Georgia Dome Site (the “Limited Redevelopment Right”).





Hotel Project Development Agreement

Over the last several months the Authority has discussed with Drew Company, Inc. the possibility of execution of a Predevelopment Agreement in respect of the potential development and operation of a hotel on the site of the former Georgia Dome pursuant to the Authority's Limited Redevelopment Right.





Reimbursement for Capital Expenditures from Bond Proceeds

Pursuant to O.C.G.A. §10-9-40, the Authority has the power and is authorized to provide by resolution essentially for the issuance of revenue bonds not in excess of the cumulative principal sum of \$400 million.





Reimbursement for Capital Expenditures from Bond Proceeds

The Authority intends to finance this Hotel Project with hotel revenue bonds in a principal amount currently not expected to exceed \$380,000,000, the interest on which will be excluded from gross income for federal income tax purposes.





Reimbursement for Capital Expenditures from Bond Proceeds

The Authority has paid or anticipates paying the costs of certain capital expenditures relating to the Hotel Project (the “Expenditures”) from its own funds prior to the closing of the Bonds.





Reimbursement for Capital Expenditures from Bond Proceeds

The Authority expects to reimburse itself for the Expenditures from the proceeds of the Bonds, and U.S. Treasury Regulations applicable to the tax-exempt status of the Bonds require that the Authority declare its “official intent” to reimburse itself for the Expenditures from the proceeds of the Bonds.





Reimbursement for Capital Expenditures from Bond Proceeds

With this Resolution the Board of Governors essentially would authorize the Executive Director to continue to negotiate and execute with Drew Company, Inc. a proposed Predevelopment Agreement for the Hotel Project.

Additionally, the Board would declare its official intent to reimburse the Authority for Expenditures incurred and paid on or after November 1, 2017 from the proceeds of the Bonds when issued.

Note: Importantly, this is not a resolution to authorize issuance of the bonds. That will require another later resolution by this Board, a resolution by GSFIC, and other procedural steps to be taken later in the process.





Questions?





Board Nominating Report

Tim Lowe, Chair





2018 Board Meeting Schedule

Meetings take place in the Authority Board Room and start at 12:30 p.m. and typically end by 2:00 p.m.

January 30

May 22*

September 25**

February 27

June 26

October 30

March 27

July 31

December 4***

April 24

August 28

*Moved to prior Tuesday due to Memorial Day Holiday

** September meeting typically cancelled in favor of Authority Planning Retreat

***November/December meetings combined





Special Announcement

Tim Trefzer, Manager of Corporate
Social Responsibility







Corporate Social Responsibility (CSR)

Continue LEED Certification as Benchmark

- SITCC Achieved LEED Gold in July 2017
- MBS Achieved LEED Platinum in November 2017

Broad Mission-based CSR Strategy

- Basic Needs
- Arts & Education
- Shelter
- Environment





**Date of Next Meeting:
Tuesday, January 30, 2018**

