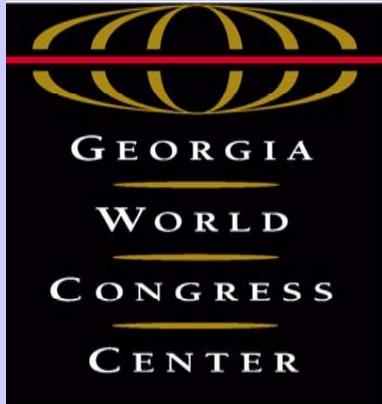


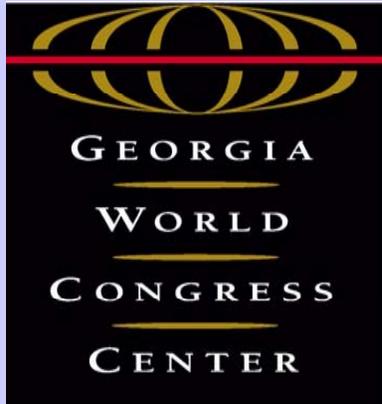
Georgia World Congress Center Authority

November 2011
Authority Meeting



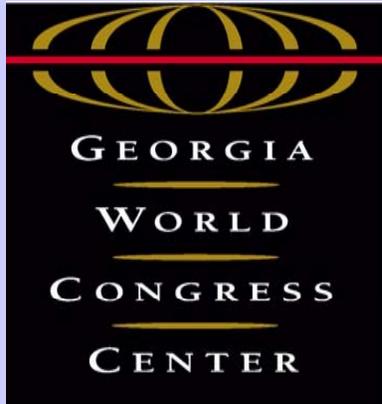
Georgia World Congress Center Authority

College Football Hall of Fame
Resolution



Georgia World Congress Center Authority

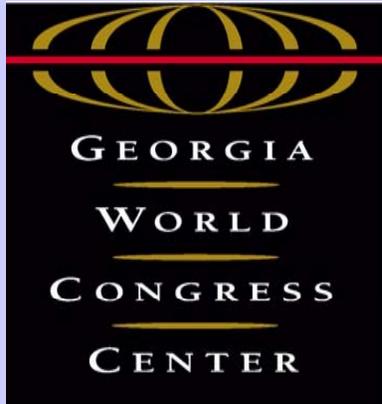
Georgia Dome
2011 Bond Refinancing
Resolution



Georgia World Congress Center Authority

GWCCA

Nominating Committee



Georgia World Congress Center Authority

ACVB 2012

Business and Financial Plan



Atlanta Convention & Visitors Bureau, Inc.

2012 Business and Financial Plan

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.



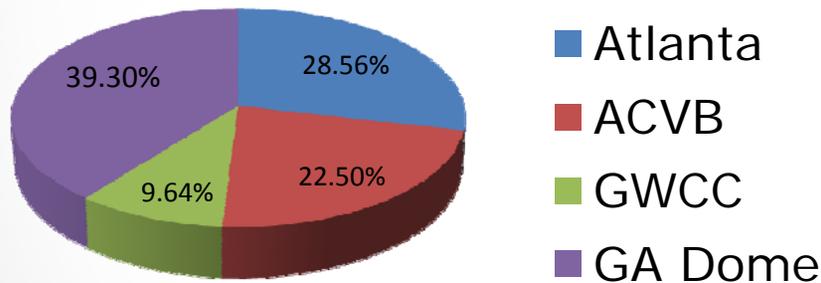
ACVB Background

- ACVB founded 1913
- Market Atlanta to tourists, convention attendees, meeting planners and business travelers
- Promote entire destination
 - Hotels
 - Restaurants
 - Attractions, etc
- 93,857 hotel rooms in metro Atlanta
- Bed tax collected on City of Atlanta accommodations (22,499 rooms), primarily in:
 - Downtown
 - Midtown
 - Buckhead

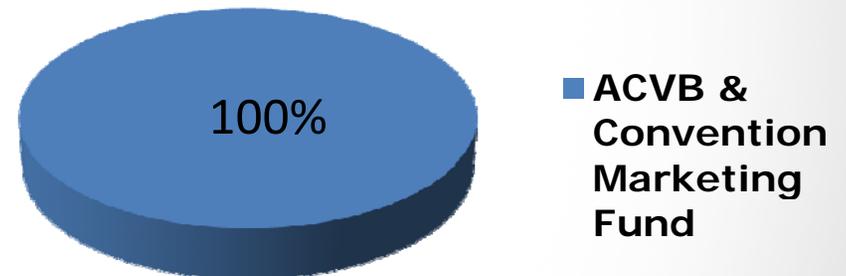
Bed Tax Background- 8%

- Current contract dated 1984 with expiration in 2017, major amendments 1992 and 2011
- Contract is between ACVB and GWCCA

Bed tax allocation of first 7%



Bed tax allocation of last 1%



2011 Highlights

- Secured new funding sources of \$7.3 million
 - 1% additional hotel tax provides \$6M per year to book major meetings
 - Contract with the City of East Point provides \$1.3M for destination marketing
- Booked group room nights projected to end year at 89% of goal, lead volume at 100%
- Hosted more than 875 prospective customers for site visits and familiarization (FAM) trips
- Hosted 3 customer board of directors meetings, generating three tentative opportunities
- On track to exceed attendance goals for most of our large conventions
- Made formal Atlanta presentations in 6 cities to more than 600 potential clients
- Adjusted sales strategies to respond to shifts in the visitor/convention market
 - Capitalize on emerging segments of the economy (alternative energy, healthcare, engineering, manufacturing, education and infrastructure)
 - Booked American Coatings, DECA, 31 Gifts, U.S. EPA and Hearth and Patio
 - Added resources to work the 500-1,200 peak room night segment to more effectively compete with second-tier cities

2011 Highlights

- Added a group sales marketing position and introduced subject matter experts
- Exceeded consumer engagement goal by more than 50%, a 69% over 2010, through social media and email registrations.
- Launched multi-platform mobile web site which accounted for 17% of total page views in 4 months, relying solely on search optimization traffic.
- Secured a 26-week national ABC-TV ad campaign at a 12:1 value, including production of nine, 15-second spots
- Secured 16 editorial destination features in national print news outlets and 30 destination editorial features in convention trade publications
- Executed the first fully integrated co-op marketing campaign focused on dining, generating 27% growth in web metrics
- Partnered with Delta Air Lines to air a two-minute destination video on all domestic and international flights in November, estimated at 13M passengers
- optimization for traffic.
- Exceeded campaign goals by 35%, successfully executing a year-round destination and Halloween leisure campaigns, and a year-round Meeting Planner campaign

*Held on to 2010 gains in visitor metrics in the tax district:

- Occupancy up 14.2% from 2009 to 65.1%
- REVPAR up 12.7% from 2009
- Demand up 18.44% from 2009

*Metro market share of demand in top 25 destinations down slightly to 5.41% from 5.49%

Situational Analysis

- Conventions taking longer to commit
- Fewer exhibitors, due to economy, reducing exhibit space for centers
- Excess capacity and more competition among convention centers
- Deeply discounted pricing required of convention centers and hotels

The Partnership

ACVB and GWCC working through these obstacles

- More efficient sales efforts
- Encouraging conventions to execute licenses agreements in a more timely fashion upon signing of Letter of Intent.
- Prioritizing conventions that utilize additional space, electricity, parking, F&B

2012 Business Plan



2012 Goals

- Increase room night bookings
 - Room nights to increase by 10% percent to 1,700,000
 - 5-year average of major citywide conventions booked/events (5,000 peak nights and above) from 15 to 20
 - Room nights booked for 2,500 peak and above to increase by 22% to 925,000
 - Leads to increase by 3% to 4,250
- 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 and maintain atlanta.net as the premier hospitality online marketing platform
- Position ACVB as an industry expert nationally and as the singular voice of hospitality in Atlanta

Increase room night bookings

New or significant ramp up in focus

- Redeploy tradeshow sales staff with geographic focus
 - Increase average bookings from 15 to 20 (5,000 peak rooms and greater)
 - Increase average bookings from 771,500 room-nights to 925,000 room-nights(2,500 peak room and greater)
- Deploy one sales person in Washington, D.C. to concentrate on groups with peak room-nights between 1,500 and 4,000
- Provide sales team with automated need-period hotel and convention center availability
- Increase research on business that meets in second tier cities
- Start preparation for 2013 ASAE annual convention
- Redesign marketing materials – video, website, online bid books and testimonials
- Execute strategic public relations campaigns to place editorial destination coverage prior to the selection process for potential business
- Optimize international sales efforts through regional alliances

Continue or enhance focus from prior year

- Host four meeting planner FAM tours, total of 100 participants
- Host three sales missions in Washington, D.C. and Chicago
- Elevate focus on new business by revising individual sales goals
- Attend one major prospect's event per quarter

Increase room night bookings

Continue or enhance focus from prior year (continued)

- Market Atlanta's assets in the medical, manufacturing, construction, financial, energy and education industries to support the sales team's emerging industries strategy
- Host 25 international FAM trips for a total of 175 tour and travel professionals
- Participate in 74 industry events and trade shows highlighting Atlanta as a premier meeting and convention destination
- Enhance Atlanta's destination online advertising campaign targeted to meeting planners

Achieve 100% attendance goal for major citywide conventions

New or significant ramp up in focus

- Develop new offerings to further boost attendance and increase attendee utilization
- Review best practices to build attendance for medium size groups
- Explore most effective way to facilitate increased international meeting attendance

Continue or enhance focus from prior year

- Align ACVB efforts with goals from each major group
- Expand visibility of Atlanta at 2012 conventions of 2013 citywide customers
- Develop 22 micro-sites providing online attendance building support for top city-wide groups

Increase visibility of Atlanta as one of the top U.S. meeting and travel destinations

New or significant ramp up in focus

- Provide Sales with enhanced collateral and tools
 - Meeting planner and destination videos
 - Redesigned meetings website
 - Develop online bid books
 - Partner with EventSphere to influence attendance of midsize groups
- Maximize regional partnerships/alliances focusing on international visitation

Continue or enhance focus from prior year

- Continue integration of brand messaging across all communication channels
- Further evolve brand creative and messaging for richer destination experiences
- Leverage special events, anniversaries, new product and current news to drive continuous destination coverage
- Focus on few, high-impact destination co-op campaigns while maintaining year round media presence
- Further optimize the editorial planning across all media (web, social, TV and print) while increasing reach and distribution

Establish and maintain atlanta.net as the premier hospitality online marketing platform

New or significant ramp up in focus

- Design and implement a new web user interface based on usability studies
- Extend mobile web accessibility to eCRM and media campaigns
- Implement new web infrastructure to improve site performance, SEO and content syndication

Continue or enhance focus from prior year

- Position atlanta.net assets (web, mobile web, social) as the definitive source for information on what to see and do in Atlanta
- Refine successful search engine optimization (SEO) strategy to drive qualified traffic to the key content categories
- Refine eCRM program to maximize user engagement while growing user base
- Extend current ad model with “featured listings” to 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

- Increase focus on senior team alignment against industry priorities and initiatives
- New diversity job fair to focus on industry job diversity and opportunities

Continue or enhance focus from prior year

- Engage public and private sector through serving on boards, speaking engagements and utilizing Atlanta executives in ACVB sales efforts
- Maintain government relationships with City and State
- Maintain leadership positions on hospitality industry boards
- Highlight industry expertise through guest columns and editorials

Business Environment Looking Ahead

- Trade show attendance continues to strengthen; however, not yet to pre-recession levels
- PKF is forecasting the metro Atlanta market to grow 3.5% in occupancy and 8.2% in REVPAR for 2012
- City will have 19 citywide conventions over 5,000 peak room nights (multi-year average is 15). This represents an additional 92,000 room-nights from 2011.
- Transient business travel and short term meetings are holding steady
- Pricing pressure continues as convention centers expand and new convention hotels in competitor destinations are developed
- Brand USA will promote travel to the U.S. in overseas markets with a new \$200M budget, which should benefit Atlanta significantly
- Maynard H. Jackson Jr. International Terminal will provide increased flights and accessibility to grow the international market



2012 Financial Plan

2012 Financial Plan Narrative

We are projecting for the purposes of our financial plan that public sector revenues for historic revenue streams for 2012 will be flat to 2011. We are also projecting relatively flat private sector revenue. As we continue to rebuild our financial strength after the most recent recession, it is more important than ever that we take a very conservative position on building our plan and projecting our revenue streams for 2012. The major increase in revenue for 2012 over 2011 is due to the new hotel tax percentage, and the City of East Point contract.

Payroll and related expenses, for ACVB only, are projected to increase 1.0% during 2012 over 2011's forecast.

Operating expenses are relatively flat.

Direct promotional expenses are increasing 10% due to our East Point contract, and due to the annual portion (20%) of the new Atlanta Convention Marketing Fund.

Expenses for Capital assets are relatively flat.

2012 Summary Budget

	2012 Budget	2011 Forecast
Total revenue	\$ 27,502,750	\$ 22,586,071
Total expense	27,385,066	22,485,221
Excess(deficiency)	\$ 117,684	\$ 100,850

Total Public Sector Revenue

	2012 Budget	2011 Forecast
Georgia World Congress Center-Atlanta	\$ 9,340,000	\$ 9,340,830
Georgia World Congress Center-Fulton Co	30,000	27,641
Atlanta Convention Marketing Fund - 80%	4,764,000	1,144,434
Atlanta Convention Marketing Fund - 20%	1,191,000	286,109
City of East Point	1,250,000	440,672
Total Public Sector Revenue	\$ 16,575,000	\$ 11,239,686

Total Private Sector Revenue

Annual meeting/HHOF/HBN	\$ 375,000	\$ 362,410
Contributed services	5,640,000	5,452,817
Co-op cash support	1,175,000	1,816,403
Grants/sponsorships	15,000	15,000
Internet revenue	461,250	421,100
Membership dues	1,482,500	1,476,196
Membership services	21,000	15,648
Other revenue	383,000	399,262
Publication ad revenue	1,375,000	1,387,549
Total private sector revenue	\$ 10,927,750	\$ 11,346,385

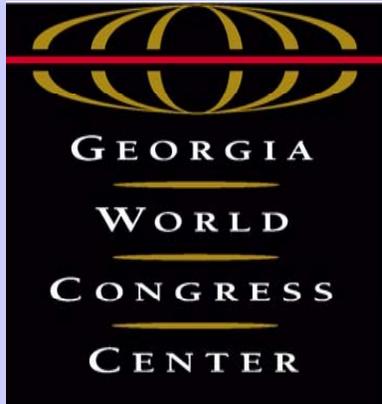
Total Expense

	2012 Budget	2011 Forecast
Direct promotional expense	\$ 12,704,575	\$ 11,307,787
Expense against capital assets	1,543,000	1,597,576
Other operating expense	914,859	1,046,466
Payroll and related expense	7,458,632	7,388,958
Transfer to ACMF reserve	4,764,000	1,144,434
Total expense	\$ 27,385,066	\$ 22,485,221

Total Budget by Corporate Entity

	2012 Revenue	2012 Expense
Atlanta Convention & Visitors Bureau, Inc.	\$ 23,026,500	\$ 22,934,066
ACVB Enterprises, LTD	1,836,250	1,816,000
ACVB Foundation, Inc.	2,640,000	2,635,000
	<hr/>	<hr/>
	\$ 27,502,750	\$ 27,385,066





Georgia World Congress Center Authority

Sales & Marketing Report

GWCCA Sales & Marketing Update

October 2011



Georgia World Congress Center Sales Update

New Business Booked



Neighborhood Assistance Corporation of America



November 2011

Hall A3

5,000

5 Days



Atlanta International Auto Show



March 2012

Halls C1, C2, C3, C4

50,000

5 Day



American Telugu Association



July 2012

Halls B2, B3, B4

10,000

3 Days



Peachtree Health & Fitness Expo



July 2013

Hall A2

12,000

2 Days



International Dairy Deli Bakery Association



June 2015

Halls A1, A2, A3

8,000

3 Days



Medtrade Conference



October 2015

Halls C1, C2, C3

5,000

3 Days



American Public Transportation Association



*AMERICAN
PUBLIC
TRANSPORTATION
ASSOCIATION*

October 2017

**Halls B1, B2, B3, B4, B5
C1, C2, C3, C4**

10,000

3 Days



DECA International Career Development Conference



April 2018

Arena

B1, B2, B3, B4, B5

15,000

4 Days



Other GWCC Confirmed Events – October 2011

<u>Event</u>	<u>Date</u>	<u>Location</u>	<u>Attendance</u>	<u>Days</u>
Cape Fear High School	October 2011	Hall C1	500	1



Georgia Dome Sales Update

New Business Booked



Westlake High School Graduation



May 2012

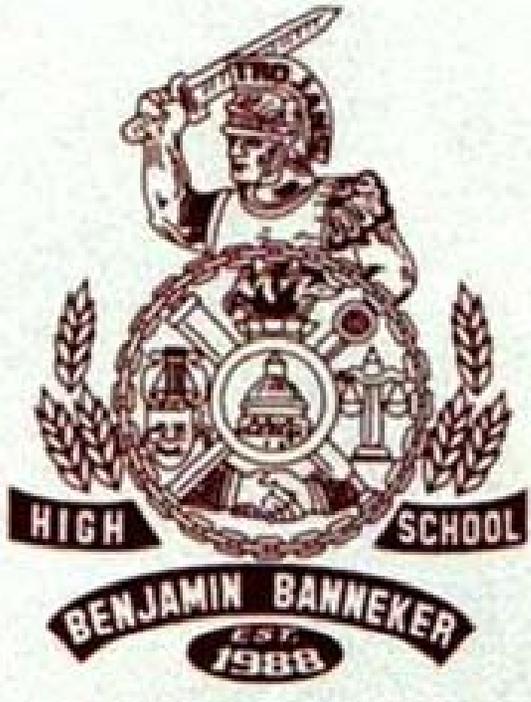
Half Floor - West

1,500

1 Day



Banneker High School Graduation



May 2012

Half Floor - West

3,000

1 Day



Miller Grove High School Graduation



May 2012

Stadium

3,000

1 Day



Stone Mountain Graduation



May 2012

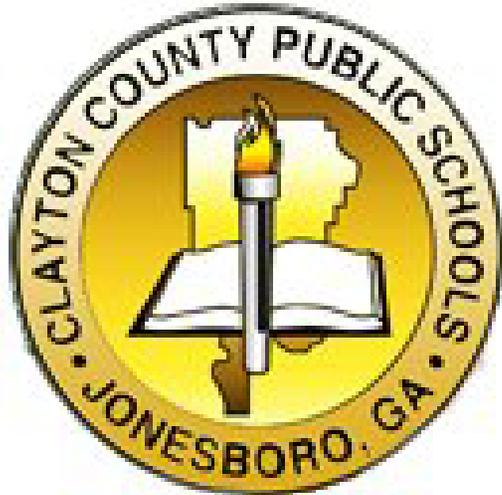
Half Floor - East

1,500

1 Day



Clayton County High School Graduations



May 2012

Stadium

3,000

3 Days



MLK High School Graduation



*Home
of the
Lions*

May 2012

Half Floor - West

1,000

1 Day



Centennial Olympic Park Sales Update

New Business Booked



Park Confirmed Events – October 2011

<u>Event</u>	<u>Date</u>	<u>Location</u>	<u>Attendance</u>	<u>Days</u>
Vietnam Veterans Memorial Fund's Call for Photos	October 2011	North Lawn	500	1



October 2011 Sales Summary

GWCC

Total Days Booked

33



DOME

Total Days Booked

8



PARK

Total Days Booked

1



Economic Impact – October 2011

Total Impact \$100.9 million

GWCC

2011 Team National Grand Nationals
NBMBA 33rd Annual Conference
and Expo
METALCON INTERNATIONAL 2011
O You! The Oprah Magazine Event
Produce Marketing Association
ViSalus Sciences
Medtrade Conference & Expo

57,758 attendance

New Dollars - \$56.5 million

Economic Impact - \$92.2 million

Sales Tax Generated - \$4 million

Dome

The Stand Campaign
GSU vs Murray State
Falcons vs. Packers
Falcons vs. Panthers
GSU vs. South Alabama
Bands of America

180,483 attendance

New Dollars - \$5.6 million

Economic Impact - \$8.7 million

Sales Tax Generated - \$380 thousand

Four Pillar Tribute



National Black MBA Association



MetalCon International



O You



Hosea Feed the Hungry Press Conference



Visalus Sciences



Susan G. Komen 3-Day



ALS Walk



Medtrade Conference



National Minority Supplier Development Council



The Stand Campaign



Falcons vs. Packers



Atlanta Public Schools Domecoming



GSU vs. South Alabama



Juvenile Diabetes Research Foundation Walk



Food Trucks in the Park

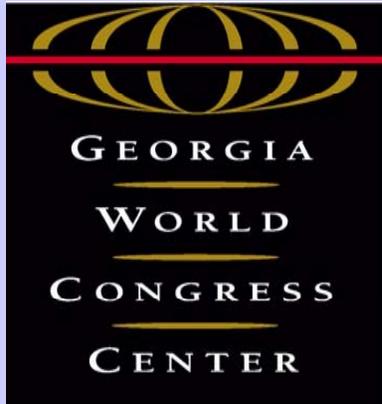


Partnership Walk



The Wall That Heals



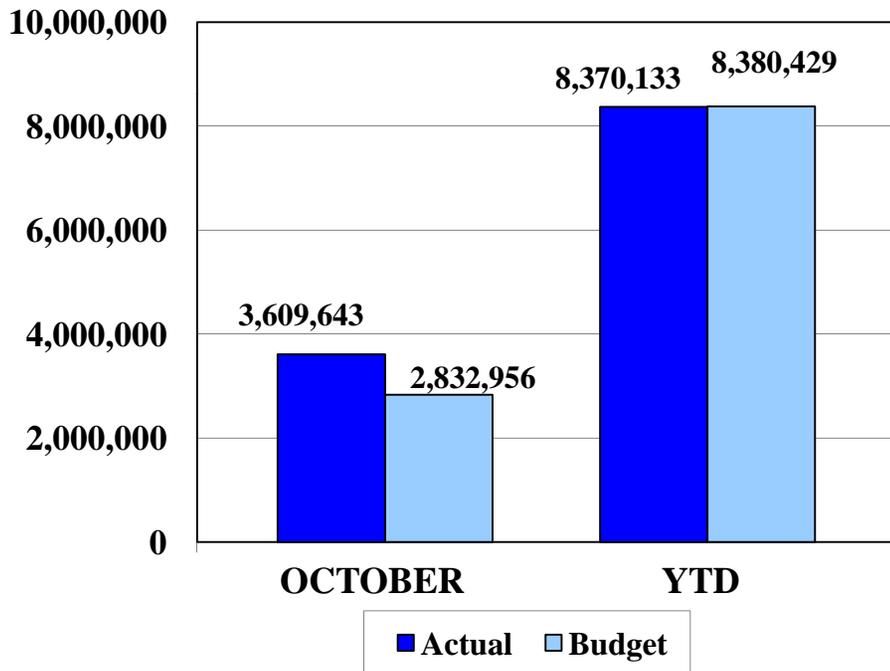


Georgia World Congress Center

October 2011
Financial Report

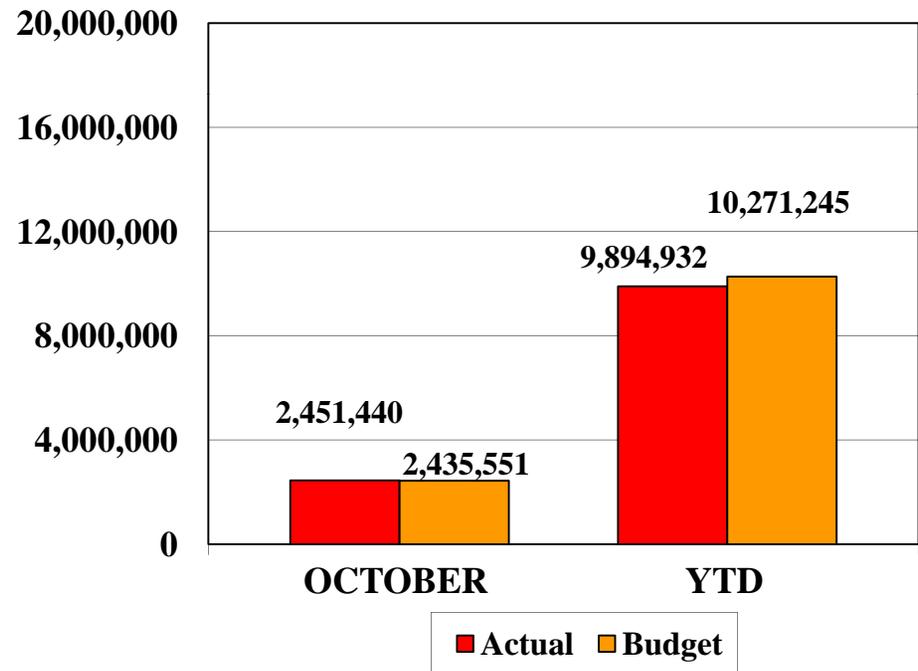
Georgia World Congress Center October 2011/YTD 2011 Operating Revenue and Expense

Revenue



October Over Forecast \$776,687
YTD Under Forecast \$10,296
0.12%

Expense



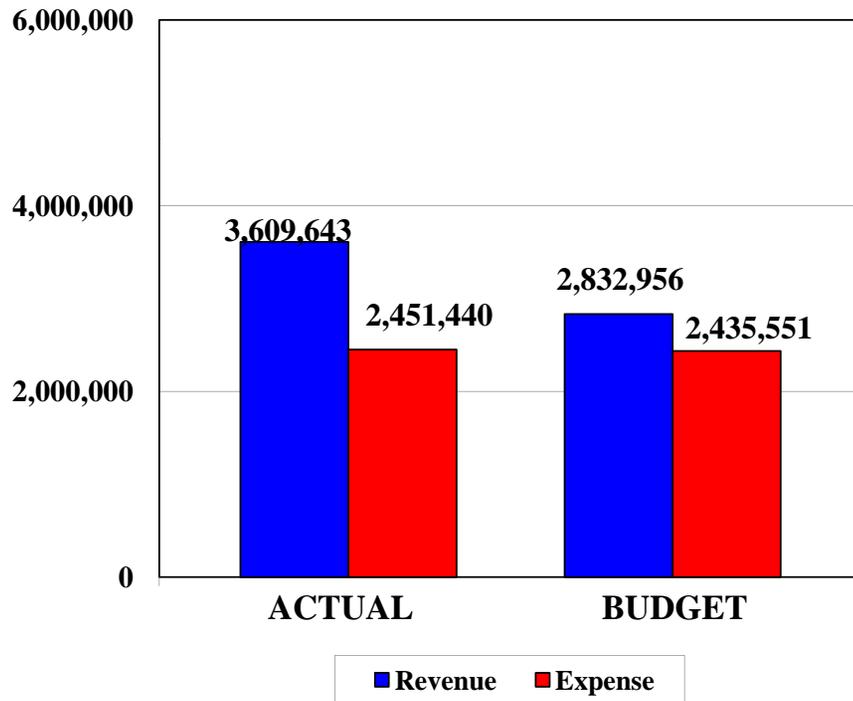
October Over Budget \$15,889
YTD Under Budget \$376,313
3.66%

Georgia World Congress Center

October 2011/YTD 2011

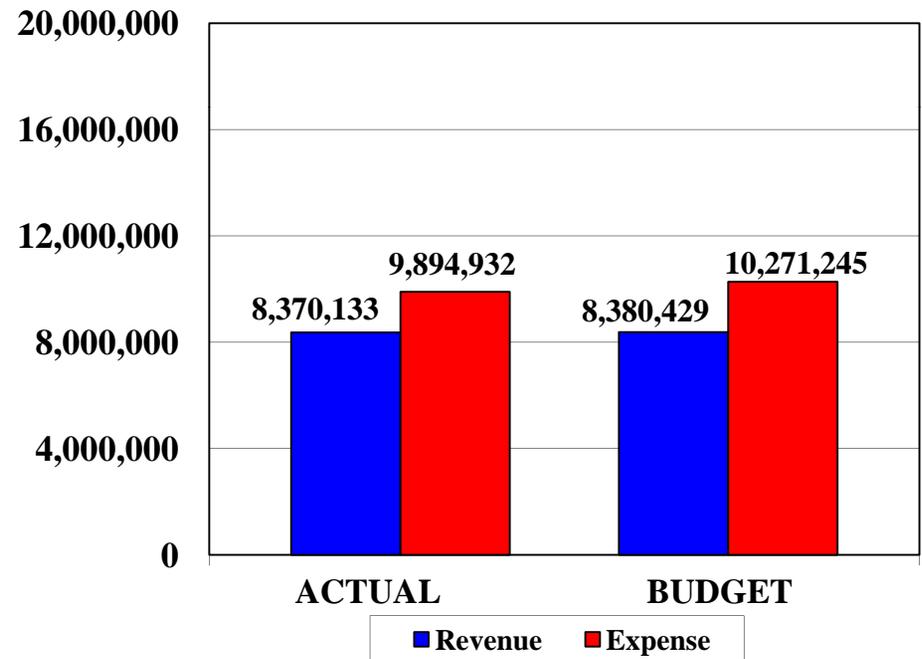
Net Operating Profit / Loss

OCTOBER



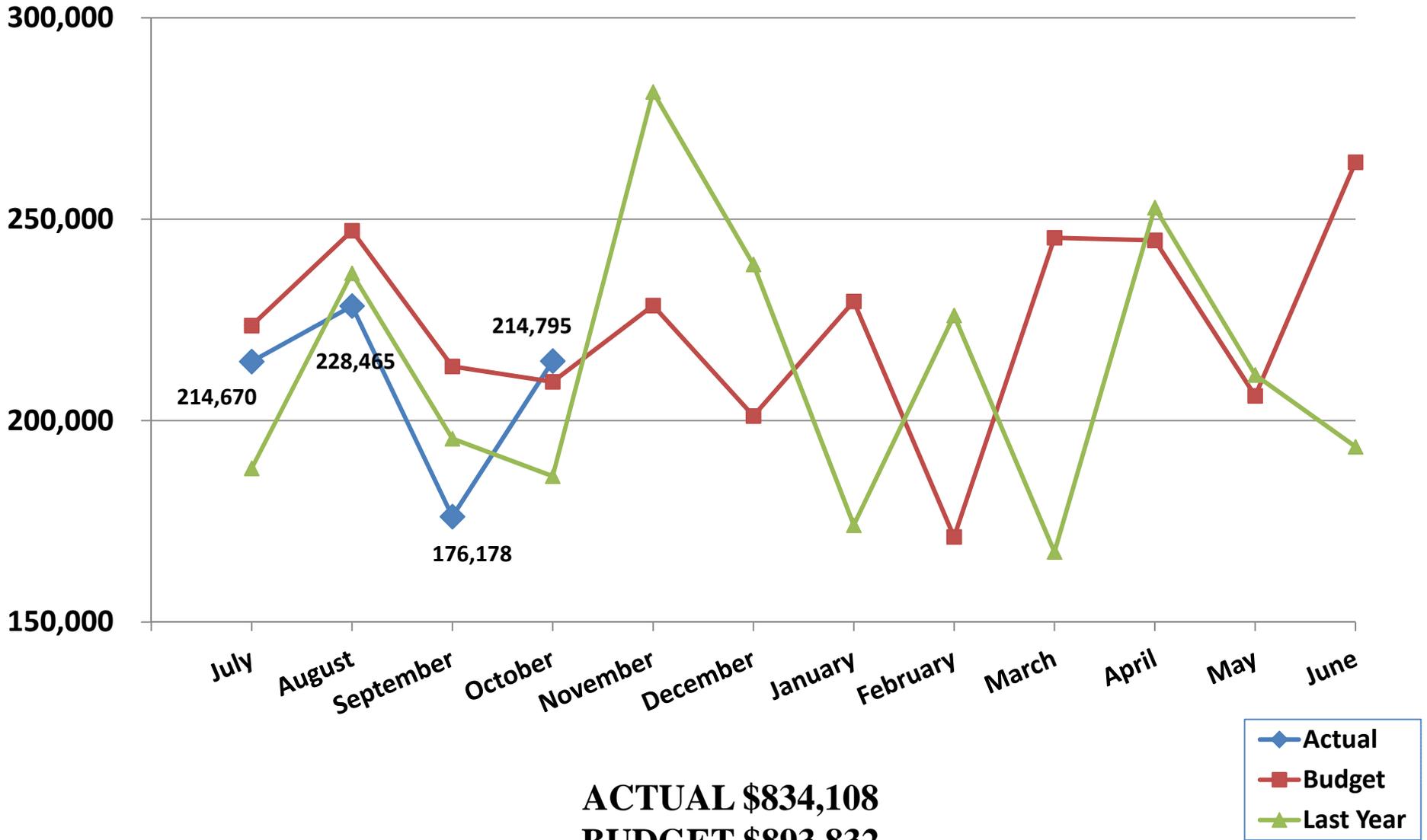
Projected Net Profit \$397,405
Actual Net Profit \$1,158,203
Variance \$760,798

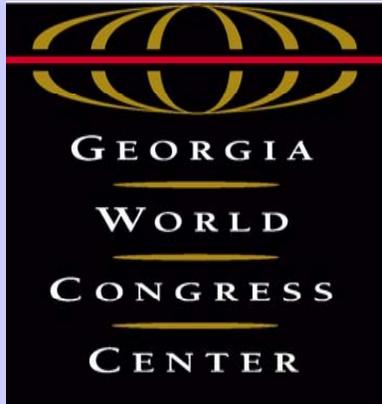
YEAR TO DATE



Projected Net Loss \$1,890,816
Actual Net Loss \$1,524,799
Variance \$366,017

GWCC Hotel/Motel tax July thru June FY 2012





Georgia Dome

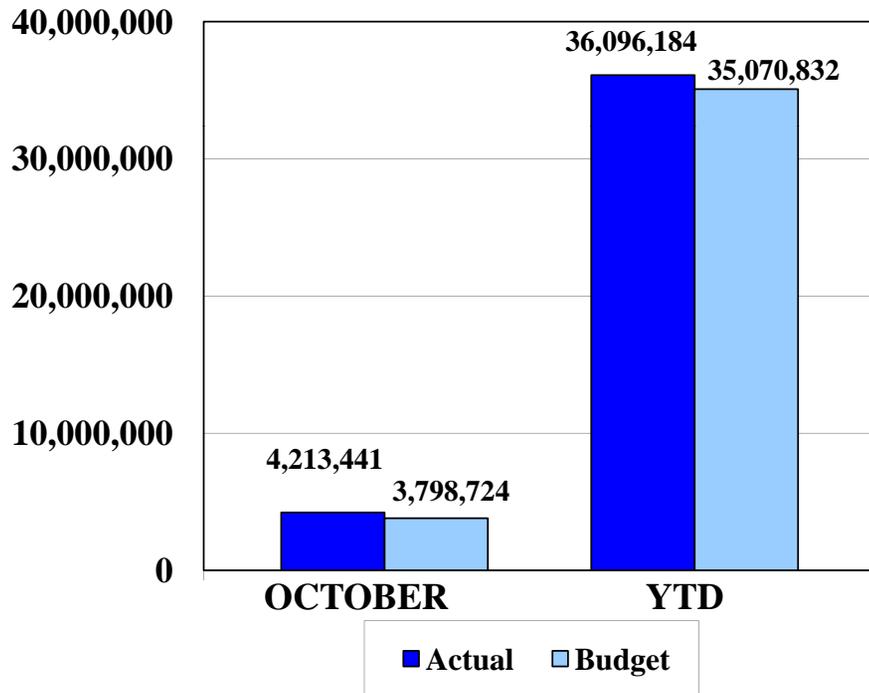
October 2011
Financial Report

Georgia Dome

October 2011/YTD 2011

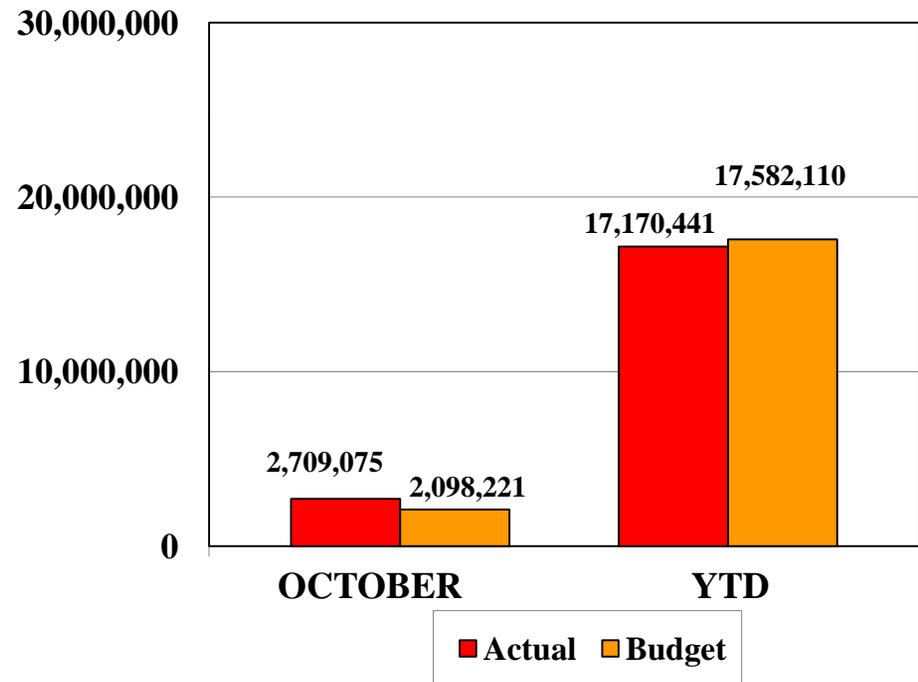
Total Revenue and Expense

Revenue



October Over Forecast \$414,717
YTD Over Forecast \$1,025,352
2.92%

Expense



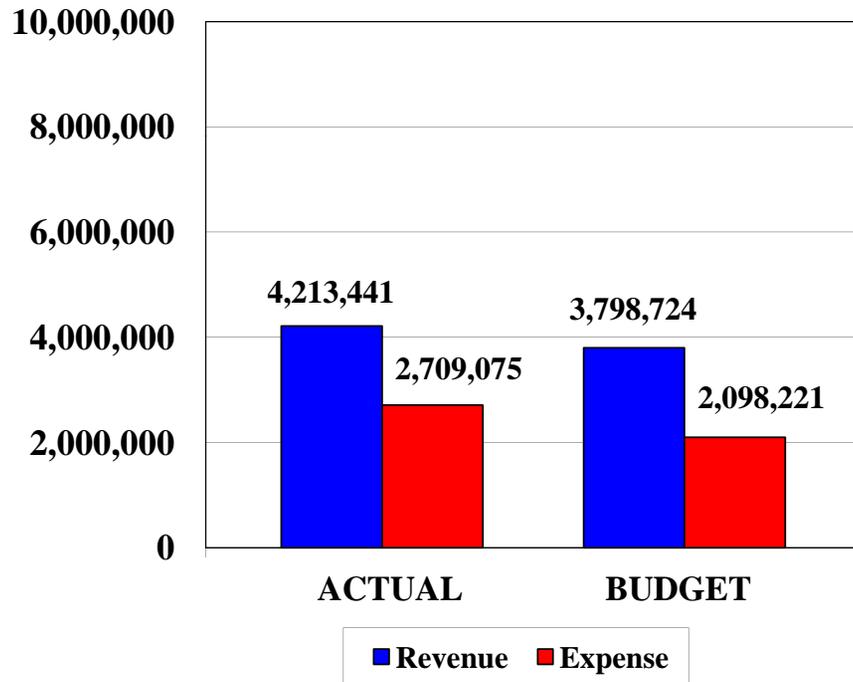
October Over Budget \$610,854
YTD Under Budget \$411,669
2.34%

Georgia Dome

October 2011/YTD 2011

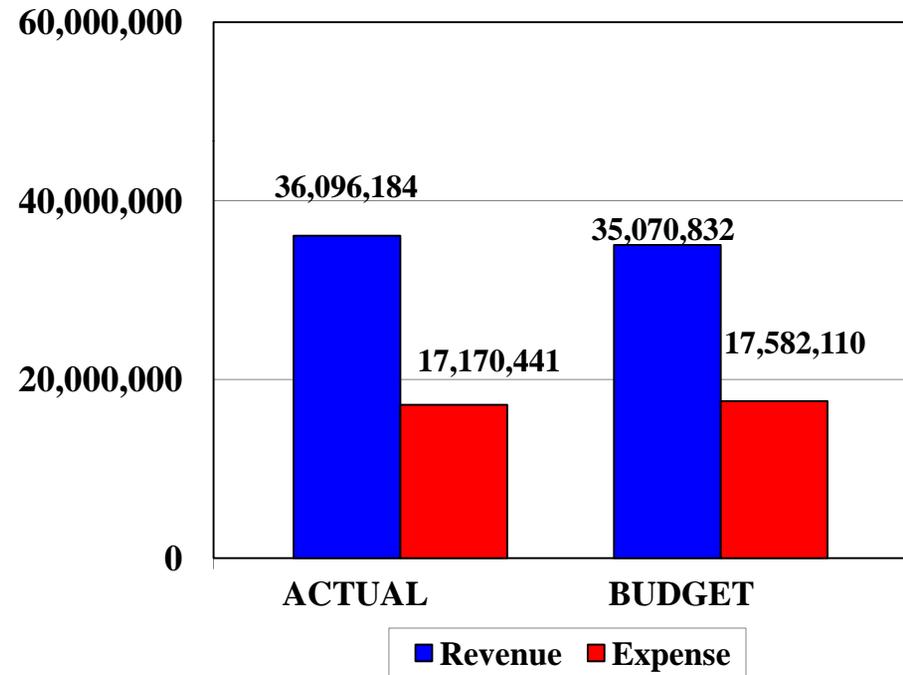
Net Profit / Loss

OCTOBER



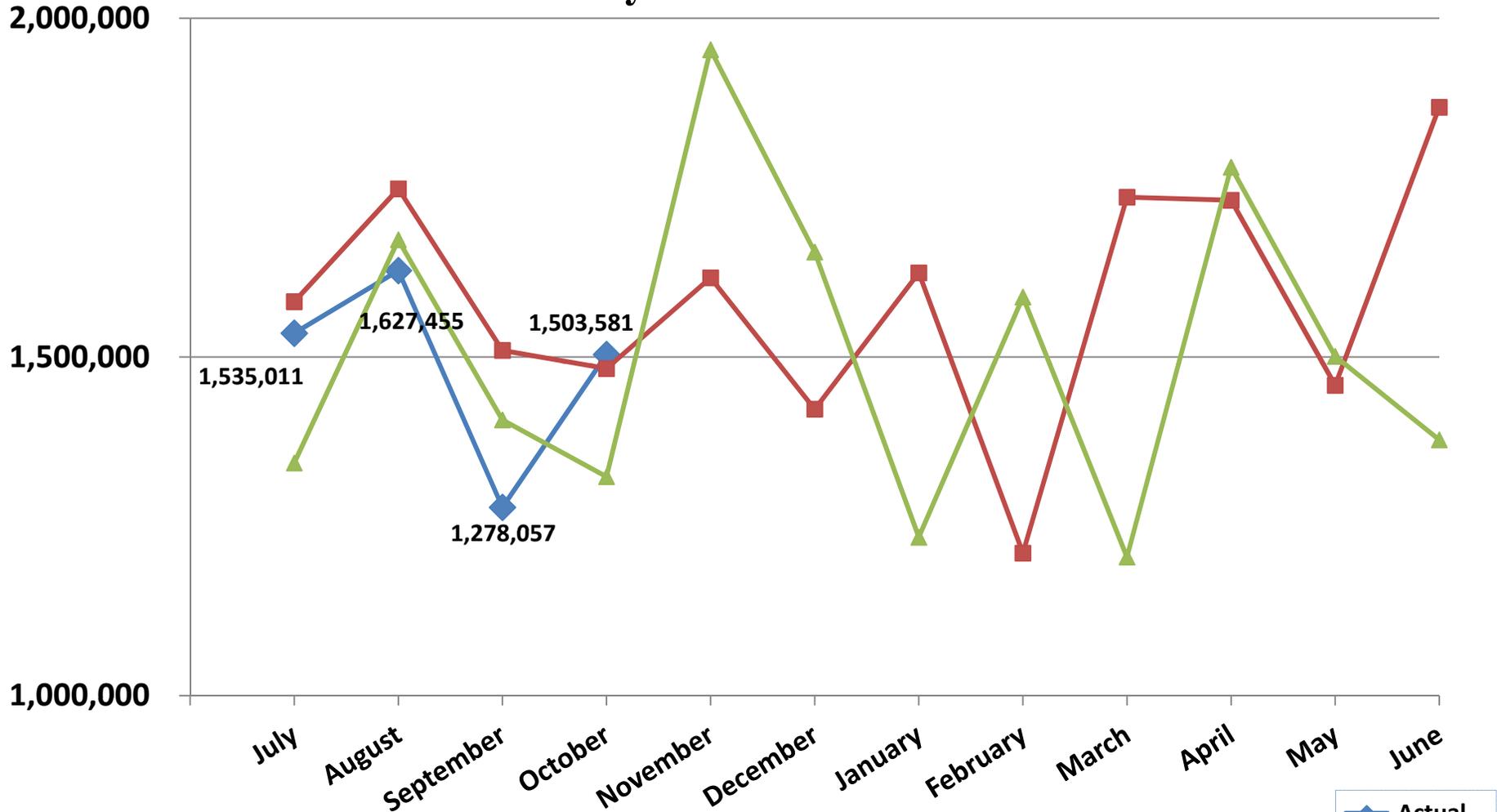
Projected Net Profit \$1,700,503
Actual Net Profit \$1,504,366
Variance \$196,137

YEAR TO DATE



Projected Net Profit 17,488,722
Actual Net Profit \$18,925,743
Variance \$1,437,021

Georgia Dome Hotel/Motel Tax July thru June FY 2012

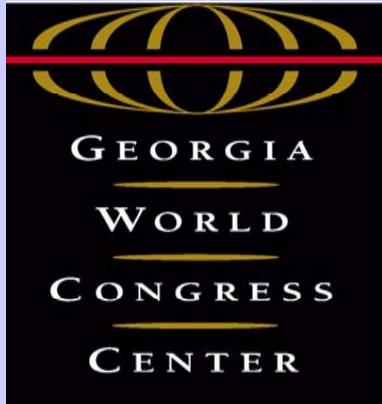


ACTUAL \$5,944,104

BUDGET \$6,322,271

5.98%



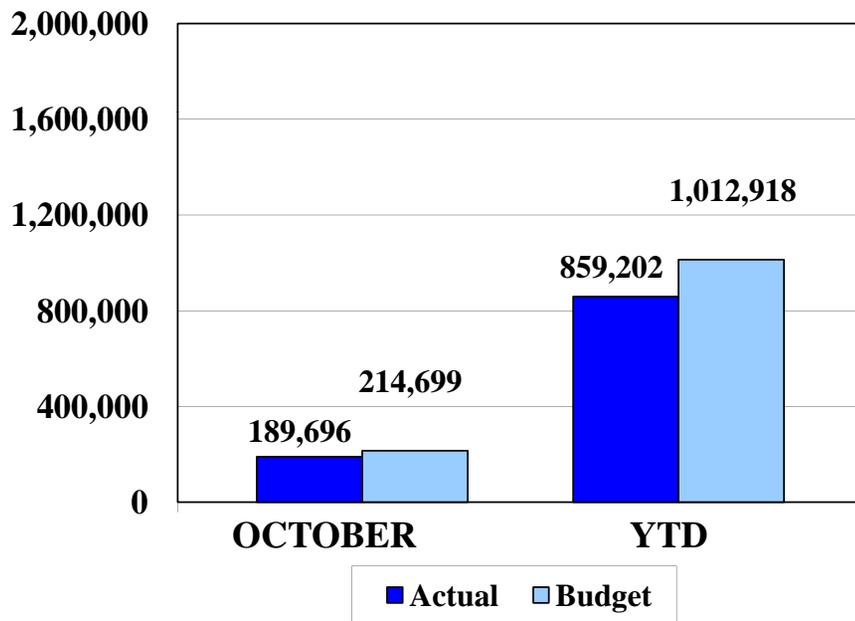


Centennial Olympic Park

October 2011 Financial Report

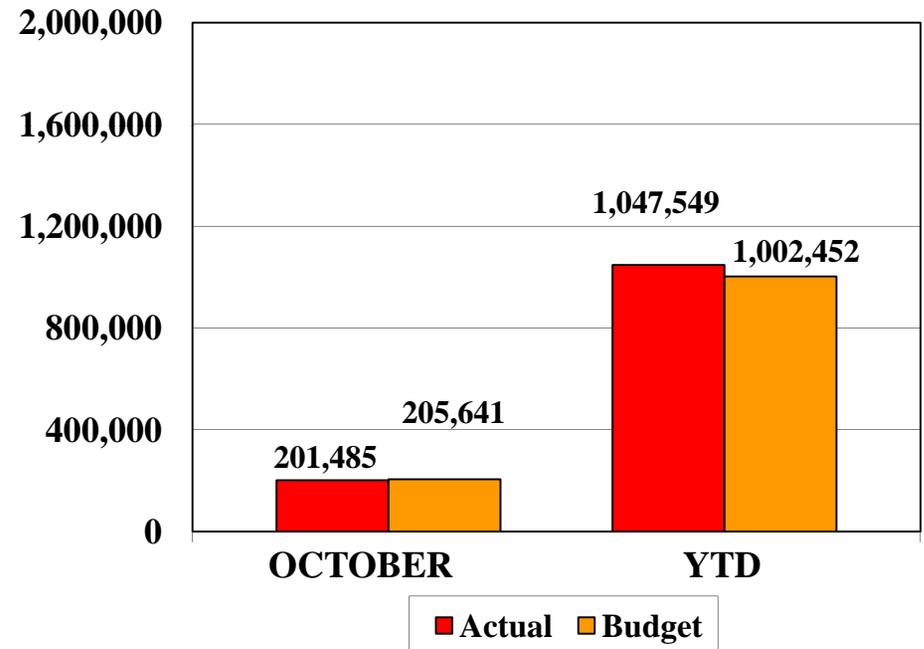
Centennial Olympic Park October 2011/YTD 2011 Total Revenue and Expense

Revenue



October Under Forecast \$25,003
YTD Under Forecast \$153,716
15.18%

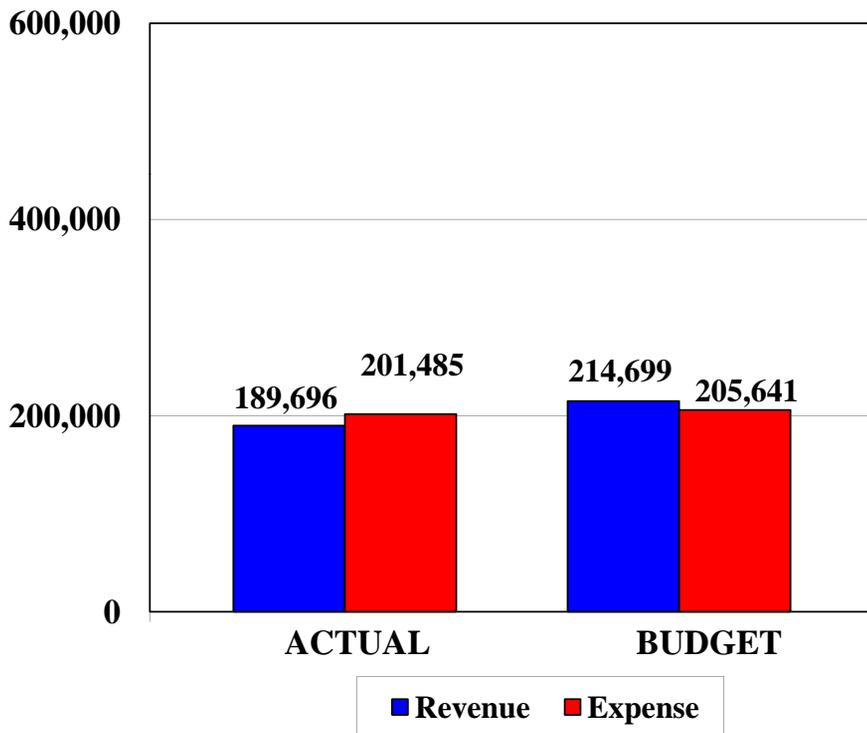
Expense



October Under Budget \$4,156
YTD Over Budget \$45,097
4.50%

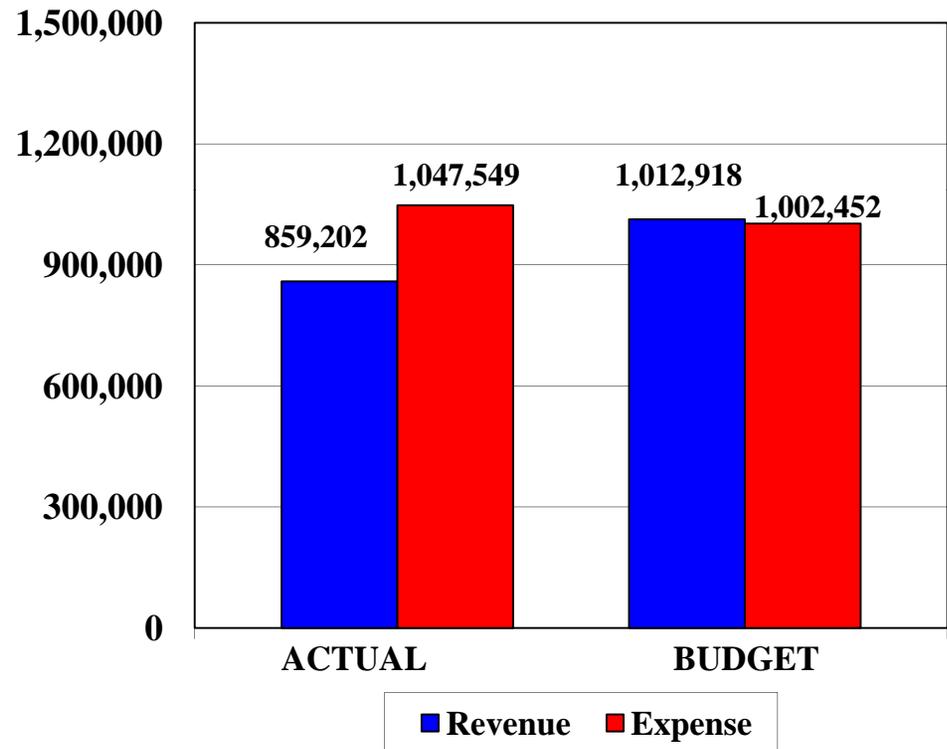
Centennial Olympic Park October 2011/YTD 2011 Net Gain / Loss Against Budget

OCTOBER

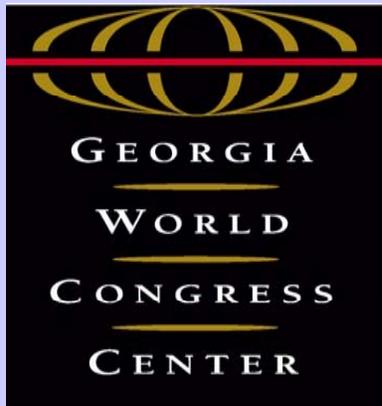


Projected Net Gain \$9,058
Actual Net Loss \$11,789
Variance \$20,847

YEAR TO DATE



Projected Net Gain \$10,466
Actual Net Loss \$188,347
Variance \$198,813



Georgia World Congress Center Authority

November 2011
Authority Meeting