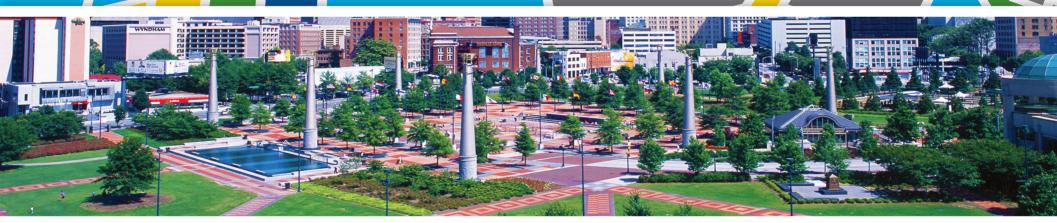
LANDMARKS and LEGACIES







GEORGIA WORLD CONGRESS CENTER AUTHORITY Striving to be globally recognized as the No. 1 convention, sports and entertainment destination in the world, the Georgia World Congress Center Authority's (GWCCA) downtown Atlanta campus hosted 523 events in Fiscal Year 2016 bringing in 2,749,382 visitors, creating an economic impact of \$1.51 billion – an increase over the previous year's \$1.33 billion economic impact. In addition, the Authority sustained 15,764 jobs, contributing \$522.5 million in labor income. Also, the GWCCA provided a \$65-plus million direct profit to Georgia, the highest total since 2008.

Immediately recognizable components of Atlanta's resurgent downtown, the facilities that make up the GWCCA campus are symbols of the Capital of the New South's rise as an international destination for business, tourism, hospitality, conventions, meetings, conferences, expos, trade shows, sporting events and entertainment.

As we recap Fiscal Year 2016 (July 1, 2015-June 30, 2016) in this annual report, the Authority is well-positioned for the future. And many key elements of the organization's long-range 2020 Vision strategic plan unfolded during these 12 months – making it a landmark year (according to *The American Heritage Dictionary*, landmark is described as "an important stage of development or a turning point in history").

It is a future focused on ensuring the legacy of Centennial Olympic Park with a bold renovation of the 21-acre urban oasis, strengthening the legacy of Atlanta's convention industry, as 40-year-old Georgia World Congress Center is slated for several gamechanging upgrades, and celebrating the Georgia Dome's final days – making way for the campus' state-of-the-art retractable roof Mercedes-Benz Stadium. The Authority also selected Drew Company as its partner to develop a new headquarters hotel project on the western edge of the campus.

Combined, these venues forge a legacy of urban revitalization and service to the surrounding community, serving as a hub for Atlanta's downtown entertainment district, a catalyst for economic development, key job center, and a major economic driver for the city, metro area and state.

In addition, the Authority continued to strengthen its Capital-to-the-Coast connection, managing the Savannah International Trade & Convention Center to new heights, and negotiating a multi-year extension to this business deal.

Beyond the financial successes and preeminence in the event industry, it was a pivotal year for the Authority in terms of the organization's formal structure as the first phase of a consolidated realignment was put into action.

All of these transformations – physical and philosophical – were initiated with the purpose of enhancing the focus on customer service, stakeholder engagement and business partnerships. With an eye on a landmark-filled past, the GWCCA is charging forward to a legacy-making future.

MISSION

The State of Georgia established the Georgia World Congress Center Authority to develop and operate the Georgia World Congress Center, the Georgia Dome, Centennial Olympic Park, and related facilities.

These facilities exist for the primary purpose of promoting and facilitating events and activities that generate economic benefits to the citizens of the State of Georgia and the City of Atlanta as well as enhance the quality of life for every Georgian.

VISION

To be globally recognized as the No. 1 convention, sports, and entertainment destination in the world.

VALUES

Be One – We achieve together.

Be Honest – We hold ourselves and others accountable to the highest ethical standards.

Be Stewards – We are focused on safety and committed to serving our customers, community, environment and each other.

Be Dynamic – We seize the ever-changing, intense and exhilarating environment in which we live and work.

CREDITS: The 2016 Georgia World Congress Center Authority Annual Report is published by the GWCCA Department of Communications, Frank Poe, Executive Director. Written, compiled and edited by Chief Administrative Officer Jennifer LeMaster, Sr. Staff Writer Kent Kimes, and Sr. Communication Specialists Alicia McNease, Morgan Smith-Williams, and Jason Kirksey. Photography by Robb D. Cohen, Greg Mooney, alive Coverage, Image Bureau and GWCCA staff. Layout and Design: Lampe-Farley Communications Printing: H&W Printing, Inc.

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The 2015 Georgia World Congress Center Authority Annual Report received the 2016 APEX Award for Publication Excellence.

The 2015 Georgia World Congress Center Authority Annual report also received the Public Relations Society of America-Georgia Chapter's Phoenix Award of Excellence.

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It was another landmark year for the No. 1 convention, sports and entertainment destination in the world. Here is a look at some of the year's many highlights and outstanding events.

2015

EVENT HIGHLIGHTS

SEPTEMBER In anticipation of the large public celebration of the 20th anniversary of Atlanta's Olympic Games in July 2016, Centennial Olympic Park hosted the 25th anniversary reunion of the key people who participated in the city's final Olympic bid presentation in Tokyo on Sept. 18, 1990, organized by President and Chief Executive Officer of the Atlanta Committee for the Olympic Games (ACOG), Billy Payne, and former Atlanta Mayor, Ambassador Andrew Young.



OCTOBER Countryturned-pop mega-star Taylor Swift played her first stadium show in Atlanta as she filled the Georgia Dome on her "1989 World Tour." The singer captivated the soldout Georgia Dome full of some of the most passionate fans around.

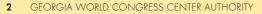
JULY 2015 For the first time since 1977, the U.S. Men's National Soccer Team played a match in Atlanta as a part of the CONCACAF Gold Cup Semifinals on the natural grass pitch installed in the Georgia Dome. The U.S. fell to Jamaica in Game One and Mexico defeated Panama in the second match.

JULY The inaugural Passport Experience Festival staged July 19 at Centennial Olympic Park's Southern Company Amphitheater featured performers from 10 different countries, the most notable being R&B/hiphop star Akon (pictured, center), of Senegalese heritage, and Atlanta hiphop duo Ying Yang Twins, along with cuisine from Chef Rob's Caribbean Cafe, Suite Food Lounge on nearby Luckie Street and the Authority's catering partner, Levy Restaurants.



FY2016

OCTOBER A crowd of 21,500 packed Centennial Olympic Park on a crisp October evening to rock with the Foo Fighters, the first time the legendary band played Atlanta in more than three years. Lead Singer Dave Grohl commanded the two-and-a-half hour show from his custom-built rock throne after a leg injury left him immobile for the tour.



2016

EMO STATI

JANUARY 2016 The International Production and Processing Expo (IPPE) celebrated 40 years at the Georgia World Congress Center with a recordsetting show in 2016. The world's largest annual poultry, meat and feed industry event of its kind, IPPE featured more than 1,300 exhibitors, setting a new record. Staged in the GWCC's exhibit halls A and B, the expo utilized 465,000-square-feet of exhibit space with an estimated attendance of 29,000. In addition, more than 300 of IPPE's exhibitors hailed from international locales, and there were a record number of international attendees (7,280) representing 141 countries.

FEBRUARY The day after handily winning the South Carolina Republican primary, presidential candidate Donald J. Trump held a campaign rally before a rapturous crowd at the Georgia World Congress Congress Center. It was a busy weekend for the convention center with overlapping events, including the Bronner Bros. International Beauty Show and the American Rental Association's The Rental Show, which experienced its

highest attendance mark in a decade. Professional attendance at The Rental Show – featuring general tool/light construction equipment, construction/industrial equipment, party/special event equipment and rental-specific seminars – totaled more than 6,000, and factoring in exhibitors, overall attendance at The Rental Show was 11,412. The exhibit floor was sold out and featured 655 exhibiting companies.





MARCH As a part of a new capital campaign to support the revitalization of Centennial Olympic Park, the wildly popular Adopt-a-Brick program returned as the Authority launched a brand new initiative to add 40,000-plus personalized commemorative bricks to the 21-acre urban oasis.



MARCH Central Atlanta Progress (CAP), the primary organization focused on Downtown Atlanta's continued growth, honored Centennial Olympic Park with its prestigious Marcus Downtown Economic Impact Award, recognizing the influence the Park has had as a catalyst for surrounding development and the tourism industry. **APRIL** In its third installment at Centennial Olympic Park, SweetWater 420 Festival featured a diverse menu of music genres with a healthy dose of local talent, including a pair of homegrown headliners: hip-hop superstar Ludacris and indie rockers Manchester Orchestra. With five stages of entertainment, the threeday festival boasted an array of national headliners – including The Roots, Ben Harper and the Innocent Criminals, AWOLNATION, Dawes, Kid Rock, Bastille, Leftover Salmon, Maceo Parker, Robert Randolph and the Family Band, and Cypress Hill – and was also a showcase for plenty of Peach State performers.

MAY On back-to-back weekends in May, Centennial Olympic Park hosted hundreds of artists on eight stages spread throughout the Park and International Plaza during the Shaky Knees Music Festival followed by the Shaky Beats Music Festival, Shaky Knees saw artists such as Florence + the Machine, the 1975, Walk the Moon, the Decemberists, My Morning Jacket, At the Drive-In, Bloc Party and more than 75 others entertaining the crowds for three days. The inaugural Shaky Beats took place the next weekend with EDM (electronic dance music) artists Major Lazer, Big Gigantic and Odesza headlining the festival.





MAY Beyoncé visited the Georgia Dome for the second time in as many years, this time without husband and collaborator Jay-Z, as her "Formation World Tour" stopped over. As one of the top touring shows of the year, the Atlanta concert sold out within minutes of going on sale.

LEGACY

Center is the largest LEED certified convention center in the world.

Saving Green

Conserving energy, saving money, replacing out-of-date equipment and providing a creative financing solution for capital improvements are all part of the GWCCA's Guaranteed Energy Savings Performance Contracting (EPC) project with Trane – **the largest stand-alone EPC project in the state of Georgia, and also the largest in the country for public assembly venues**.

A multifaceted \$28 million project, construction began in October 2015 with the replacement of up to 40-yearold equipment in the Georgia World Congress Center's Building B central plant, including installation of new, custom-built chillers – accomplished without interrupting the day-to-day activity on campus or affecting the customer experience.

"It's a very complex process to keep a building going and replace this huge equipment," said Patrick Skaggs, GWCCA Sr. Director of Campus Operations. Other aspects of the pact include replacement of GWCC's interior, exterior and exhibit hall lighting, along with Centennial Olympic Park's lighting, all with more energy-efficient illumination, upgrading onsite water feature motors, and recycling of construction waste. Of the latter, 530,946 pounds of construction waste had been recycled by the end of FY16.

Although it is the largest LEED (Leadership in Energy and Environmental Design) certified convention center in the world, a structure the size of the GWCC – 3.9 million square feet – still consumes large amounts of energy and utilities annually. During construction of the Authority's EPC project, \$120,000 was saved in water costs and \$90,000 saved on electricity, when comparing utility bills from FY2016 to the same time frames in FY2015. The project is earmarked to save \$2,547,695 in its first year.

What exactly is Energy Performance Contracting? In

essence, it is an innovative way to fund improvements in existing buildings through energy conservation. The cost savings from reduced energy consumption are utilized to repay the cost of installing energy-conservation equipment. Through the Georgia Environmental Finance Authority's Energy Performance Contracting Program, state agencies, such as the GWCCA, can partner with energy service firms to complete cost-savings and energy efficiency projects.

But this wasn't always the case. The Georgia Constitution was amended in November 2010 to allow state agencies to use Energy Performing Contracting. The Authority's pact with Trane is guaranteed, meaning that if the specified reduction in energy use is not met, then the company will pay the GWCCA the difference, thus reducing the project's risk while providing meaningful and necessary enhancements.

Taking the LEED in green initiatives

A leader in environmental sustainability, the Georgia World Congress Center Authority, which owns and operates the largest LEED (Leadership in Energy and Environmental Design) certified convention center in the world. maintained its focus on green initiatives in Fiscal Year 2016.

Lindsay Strickland, GWCCA's Director of Government Relations. assists with City of Atlanta's Earth Day Scrap Tire Drive.

Atlanta Mayor Kasim Reed, GWCCA C.O.O. Kevin Duvall, former Atlanta Falcon Ovie Mughelli, (center) GWCCA Recycling Specialist Ima Otudor, GWCCA Sustainability Manager Tim Trefzer and Stephanie Stuckey-Benfield, City of Atlanta's Sustainability Director, celebrate the GWCCA's Atlanta Better Buildings Challenge Waste Diversion Award



Here are a few of the Authority's sustainability highlights from FY16

- ► The 3.9 million square foot Georgia World Congress Center received the U.S. Green Building Council of Georgia Leadership Award.
- Created the MARSH (Materials and Recyclables to be Sustainably Handled), a central location on the GWCCA campus for collecting materials to be diverted from landfills
- ► Held Earth Month and Earth Day activities, including a clean-up effort on Atlanta's Westside in conjunction with Atlanta City Council, and assisting with Sweetwater 420 Festival's clean-up.
- ► Hosted a Greener Cleaning Workshop in conjunction with the Green Sports Alliance.
- Received the Atlanta Better Buildings Challenge's Waste Diversion Award.
- Hosted groups from Georgia Tech, University of Florida, Kennesaw State University, Technology Association of Georgia, International Association of Venue Managers, Spelman College, Georgia State University, and the Green Chamber of the South, introducing them to the active sustainability efforts taking place on campus.
- ► More than 1,000 tons of material from GWCCA campus was diverted from landfills in FY16, representing close to a 30 percent increase from the previous year.
- ► In October 2015, Produce Marketing Association (PMA), which held its Fresh Summit Convention and Expo at the GWCC, donated approximately 341,000 pounds of produce to the Atlanta Community Food Bank.
- ► GWCCA worked with shows such as the National Safety Council, Specialty Coffee Association, Sweetwater 420 Festival, and others to incorporate material donation, diversion tracking, and other green practices.

Com tons of Single waste Const diverted Durak Grea from landfills Baled in 2016:

MATERIAL	TONS
Compost	347
Single-stream recyclables	
Construction debris	209
Durable goods/metal scrap/donated food	103
Grease/fryer oil	48
Baled Cardboard	46
Wood pallets	35

BECOMING ONE



Recalibrating for the future

Aligning the organization with a renewed focus on increased revenue generation, accommodating the decommissioning of the Georgia Dome and to more closely resemble the private sector, the Georgia World Congress Center Authority formally implemented the first phase of its consolidated organizational structure on Jan. 4, 2016.

The Authority had historically functioned as three separate business units under one umbrella, so the restructuring plan aimed to break down those walls and embrace the philosophy of "One Team, One Dream."

The restructuring included the formation of three new functional areas, and consolidated departments. Those

main functional areas are: Commercial, which includes all areas of sales and revenue; Operations, which includes Building Services, Event Services and Engineering; and Administrative, which includes the Business Office, Corporate Communications, and Human Resources.

Renowned consultants Convention Sports and Leisure International and executive search firm Heidrick & Struggles were contracted to help the Authority work through the details and implementation of the new organizational alignment.

"Restructuring an organization with a history like ours must be done carefully and deliberately and we engaged the industry's best consultants to help us develop a structure that would serve Stability at the top is a hallmark of the GWCCA, which has had only two executive directors in its four-plus decades of existence.

the enterprise well into the future," said GWCCA Executive Director Frank Poe.

Another key component of the restructuring plan included the appointment of Authority executives in new and/or additional roles.

These appointments included:

- An eight-year Authority veteran and former Communications Director, Jennifer LeMaster, was named Chief Administrative Officer, responsible for Finance, Human Resources and Corporate Communications.
- Former Chief Financial Officer Sherrie Spinks was appointed General

Manager of the Savannah International Trade and Convention Center, which the Authority began managing in April 2014.

- Longtime Georgia Dome General Manager Carl Adkins was named the Authority's first Chief Commercial Officer, presiding over Convention Business Development, Sales and Marketing, Event Development, Customer Analytics and Revenue Management, and all contracted service partners.
- Kevin Duvall remained the Authority's Chief Operating Officer, but also took on the Dome's decommissioning and day-to-day operations and is heading up the Authority's headquarter hotel project.

New Governance Committees shaping the Authority's future

Through the process of reorganization, Internal Governance Committees were created in FY16 to support the Authority's new structure. These committees, headed by team members from various departments, cater to an area or subject matter influencing the achievement of the Authority's 2020 Vision strategic plan. The teams are tasked with seeking innovative solutions and routinely provide updates to the Executive Committee and Board of Governors.

Values Define the GWCCA's values and strategically integrate them to further develop the organization's corporate culture. FY16 Highlight: Established the 4Bs: Be One. Be Stewards, Be Honest, and Be Dynamic.

Culture and



Growth and Innovation Effectively aenerate new business

ideas, new revenue streams, and new products and services to enhance the profitability of the Authority and positively affect the customer experience. FY16 Highlight: Created Peach Assist, a realtime text platform for exhibitors.

Create a process for and operational reporting. FY16 Highlight: Developed an organizational scorecard to consistently track event

accurate, useful and consistent post-event financial performance.

Event Review

Customer Experience To continually enhance GWCCA's client experience and ensure the company is

taking a customer-centric view. FY16 Highlight: Created a new customer survey that will cater to specific audiences. The customized survey yields better data and improves the

Talent Task

Force Effectively plan for future recruitment.

development and retention of top talent. FY16 Highlight: Created new recruiting videos that highlight opportunities within the Public Safety, Building Services, and Engineering departments, all competitive positions in the market. These videos tell the Authority's story, promoting the organization's status as an employer of choice.

These four values shape every part of our culture and alona with our Vision provide the foundation that guides every action and decision.

BE ONE

WE ACHIEVE TOGETHER.

BE HONEST

WE HOLD OURSELVES AND OTHERS ACCOUNTABLE TO THE HIGHEST ETHICAL STANDARDS.

gathering of feedback.

BE STEWARDS

WE ARE FOCUSED ON SAFETY AND COMMITTED TO SERVING OUR CUSTOMERS, COMMUNITY. ENVIRONMENT AND EACH OTHER.

BE DYNAMIC

WE SEIZE THE EVER-CHANGING, INTENSE AND EXHILARATING ENVIRONMENT IN WHICH WE LIVE AND WORK.

UPDATE: MERCEDES-BENZ STADIUM

aking

Aodern Marve

Since breaking ground in May 2014, construction on Mercedes-Benz Stadium – the new home of the Atlanta Falcons and Atlanta United FC – has continued at a feverish pace with crews working nearly around the clock as the team sets its sights on a 2017 opening.

Announced in FY2016, three of the world's biggest sporting events are coming to the GWCCA campus. The GWCCA was a part of the process, led by the Atlanta Sports Council, in bringing three of the world's biggest sporting events to Atlanta and the campus in the near future.

Leading off this trifecta of championship events is the 2018 College Football Playoff Championship Game which will be played in Atlanta on January 8, 2018 in Mercedes-Benz

Stadium. This will only be the fourth year of existence for the biggest college football game of them all and the city's first time hosting the game. Next up, 2019 will see previously hosted Super Bowl XXIV in 2000, which saw the Tennessee Titans come up one yard short against the St. Louis Rams, and Super Bowl XXVII in 1994, when Emmitt Smith led the Dallas Cowboys to their fourth Championship. Super Bowl LII will be played in Mercedes-Benz Stadium in February of 2019. Rounding out the trifecta is

the Super Bowl return to Atlanta for the third

time in the city's history. The Georgia Dome

Rounding out the tritecta is the round ball as the NCAA awarded the 2020 Men's Final Four to the city for the fifth time. The Georgia Dome previously hosted the 2002, 2007 and 2013 Championship events and the Omni Coliseum hosted the city's first Final Four in 1977. Mercedes-Benz Stadium will see the nets cut down in April of 2020.

While Mercedes-Benz Stadium will host each of these events, the rest of the GWCCA campus will be buzzing with ancillary activities and events, such as concerts, fan festivals, clinics and

community gatherings in the Georgia World Congress Center and Centennial Olympic Park.

LEGACY

Mercedes-Benz Stadium ensures that the Atlanta Falcons remain downtown for at least 30 years, and legacy events such as the SEC Championship Game and Chick-fil-A Peach Bowl, transfer from the Georgia Dome to the new venue.

event with the College Football Playoff Championship Game, which will be played in the retractable roof facility in 2018.

FY16 saw several milestones for the project, including the

announcement of a naming rights deal to officially brand the state-of-the-art venue as Mercedes-Benz Stadium in August

of 2015, replacing the generic New Stadium Project (NSP)

In September 2015, the Southeastern Conference agreed

to keep one of Atlanta's marguee annual college football events

in the city though 2026, signing a 10-year agreement to retain

the SEC Championship in Atlanta. Played at the Georgia Dome since 1994, the SEC Championship shifts to MBS in 2017. November saw the stadium awarded its second major bid

moniker.

In January, the stadium announced that the opening date for Mercedes-Benz Stadium will be in June of 2017.

In May the leadership of Mercedes-Benz Stadium announced a fan-first pricing strategy which brings street pricing to concessions in the new facility. The stadium will have the lowest concession pricing in professional sports. Soda options will include \$2 unlimited refills, the same cost as popcorn or a pretzel. A slice of pizza, peanuts and French fries will be \$3 each.

Also in May, the NFL awarded Super Bowl LII to Atlanta and Mercedes- Benz Stadium in 2019. As of June 30, the Falcons organization had raised the overall projected cost of the stadium to \$1.5 billion.

SUPER BOWL



CAPITAL PROGRAMS UPDATE

Evolution of a Dynamic Campus

As the Authority continued to reinvest in facility improvements, including \$4.52 million earmarked for self-funded projects from FY15 through FY17 along with \$35 million in capital programs funded by the Georgia General Assembly in the last four years, redevelopment of the GWCCA campus as outlined in the 2020 Vision strategic plan marched forward.

Benchmarks include:

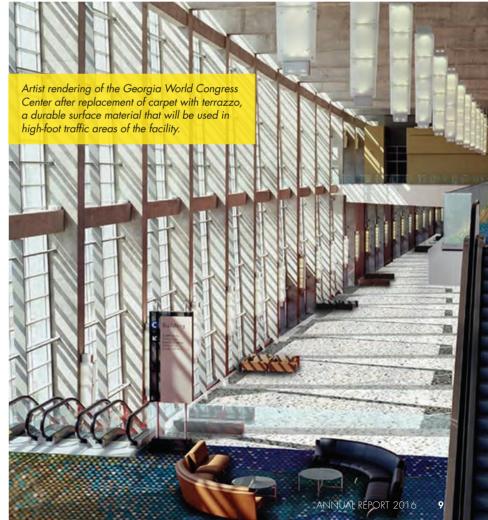
- Completion of the 600-space Mangum Deck, adjacent to the Red Deck and Mercedes-Benz Stadium.
- Design work for Terrazzo flooring project to replace high-foot traffic area carpeting in the Georgia World Congress Center.
- Finalized design and concept for renovation of Terraces Restaurant, the GWCC's fine dining spot that is receiving a \$3 million makeover.
- Design work for Phase II green parking facility to be built in the Dome's current footprint, and a new alternate entry to the Red Deck.
- Initiated architectural and design work for the proposed contiguous exhibit space, creating a fixed gateway between the exhibit halls in GWCC's buildings B & C.

In addition, to provide a dedicated focus to the substantial slate of current, future and proposed projects on campus, the Authority established the Department of Project and Program Management, headed up by Adam Straight, former Director of Facility Operations for the Georgia Dome.





Artist rendering of contiguous exhibit space connecting GWCC's Buildings B and C.



CENTENNIAL OLYMPIC PARK

to lasting legacy

From vision

BY THE EARLY 1990s, the area surrounding what would become Centennial Olympic Park had deteriorated into a run-down part of downtown Atlanta. That all began to change on the day Atlanta Committee for the Olympic Games CEO William "Billy" Porter Payne gazed out his office window and a brilliant inspiration came to him – to convert a multiblock eyesore into a glorious gathering spot for visitors and residents to enjoy during the 1996 Centennial Olympic Games and beyond. Local business and philanthropic leaders recognized that this project had extraordinary potential to help revitalize Atlanta's urban core. Led by the Robert W. Woodruff Foundation, private sector donors contributed \$48 million to acquire the land and build Centennial Olympic Park. Individuals and families also played a key role, purchasing 486,000 engraved commemorative bricks which generated another \$15 million for this effort. Such overwhelming community support, coupled with the willingness of the GWCCA to take the lead in the Park's development and ongoing management, brought the vision to life in time for the 1996 Summer Games.

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 has become the center of a dynamic downtown entertainment district, a place where residents and visitors have fun and 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 \$2.4 billion in new investments to date with another \$1.5 billion in the pipeline.

Celebrating the Park's 20th anniversary, many significant aspects of the Authority's strategic plan, known as 2020 Vision, aimed at reinvigorating the grand gathering spot, were put in motion in FY2016.

Those initiatives and milestones are outlined on the following pages.

Atlanta has plenty of parks and open green space, but Centennial Olympic Park is the most dynamic and iconic – and the Authority's 2020 Vision plan ensures that it remains a focal point of downtown. "Meet me at Centennial," is a popular refrain. It's such a landmark, the surrounding area was recently re-branded as Centennial Park District.

11







CENTENNIAL OLYMPIC PARK

Capital Campaign

As its caretaker, the GWCCA is committed to ensuring that Centennial Olympic Park continues to enhance the quality of life in metro Atlanta for decades to come. GWCCA leaders developed the 2020 Vision strategic plan that set a course for the Authority's downtown Atlanta campus, as Mercedes-Benz Stadium opens, the Georgia Dome is decommissioned, and a new on-campus hotel is developed adjacent to the Georgia World Congress Center's Building C. As part of this vision, GWCCA is preparing for significant improvements to Centennial Olympic Park— including five transformative projects designed to increase community access, expand programming opportunities, and greatly enhance the visitor experience.

This fiscal year, the GWCCA launched a public fundraising campaign that coincided with the official activities that celebrated the 20th Anniversary of the Centennial Olympic Games and Centennial Olympic Park. To date, this campaign has raised more than \$27 million.

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 Spring 2016, the Park re-launched its wildly popular Adopt-A-Brick campaign to support the Park through public participation. The commemorative bricks purchased through the campaign will line the former roadway and bring it to plaza level – creating a pedestrian gateway.

2 In March 2016, the GWCCA closed on the sale of the Metro Atlanta Chamber of Commerce building at the corner of Marietta Street and Andrew Young International Blvd. In early 2017, the demolition of that building will begin, adding another three acres of greenspace back to the Park and downtown.

3 The Park's Southern Company Amphitheater will receive an upgrade that includes a larger stage and band shell, as well as expanded seating and a new sound system. This update will support existing community events, such as Wednesday WindDown, that occur in the space and provide the opportunity for other musical events to be hosted in the park.



GWCCA worked with a multitude of partners to establish a viable trail connection between Centennial Olympic Park and Atlanta's Westside. PATH Foundation will improve Ivan Allen Jr. Boulevard and Joseph E. Boone Boulevard from Luckie Street to Mims Park as a gateway to West Atlanta, including a separated multi-use trail plus new lighting, landscaping, signage, and a bike depot at Centennial Olympic Park to create a friendly, aesthetically-pleasing corridor for pedestrians and cyclists.

5 Over the course of the last decade, Baker Street has become a hub for major museum attractions, including the Imagine IT! Children's Museum, World of Coca-Cola, the Center for Civil and Human Rights, and the Georgia Aquarium. Removing the gated barrier at Baker Street opens up the vista from the Park to neighboring attractions, allowing visitors to those attractions to see inside the Park. It also provides an opportunity to extend the water features that line the edge of the Park along Centennial Olympic Park Drive all the way to the Baker Street corner.

6 An update to the current Park operations building will create a new event facility at Baker Street and Park Avenue West. This new space will add flexibility to the types of events the Park hosts.





CENTENNIAL OLYMPIC PARK

Six years ago, David D. Marvin, president of Legacy Ventures, began organizing businesses and attractions around Centennial Olympic Park for a collaborative marketing campaign. He saw enough star power — CNN Studio Tour, the Georgia Aquarium, the Omni Hotel, the World of Coca-Cola, Philips Arena, restaurants and museums — to create a downtown entertainment district. Seeing that the sum could be areater than its parts,



neighborhood stakeholders formed the 501(c)(6) Luckie Marietta District with the goals of educating and attracting more visitors. The group hired a professional firm to rebrand the district, transferred administrative management to Central Atlanta Progress Inc., and changed the name to Centennial Park District. Promoting Centennial Park District as a downtown entertainment nexus fits well with the Park's mission to continue to be the catalyst for residential and commercial development in the heart of Georgia's capital city.

Stretching from the Georgia Aquarium to the Georgia World Congress Center and bounded by Centennial Olympic Park Drive and Baker, Luckie, Marietta and Latimer streets, the district has continued to add attractions, including SkyView Atlanta, the Center for Civil and Human Rights, and the College Football Hall of Fame.



MARCUS DOWNTOWN ECONOMIC IMPACT AWARD



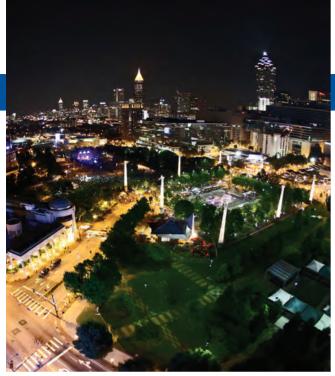
Central Atlanta Progress (CAP), the primary organization focused on Downtown Atlanta's continued growth, honored Centennial Olympic Park with its Marcus Downtown Economic Impact Award on March 31, 2016, recognizing the profound impact the Park has had on the development of downtown Atlanta and the tourism industry. In 2008, CAP introduced the Downtown Economic Impact Award to recognize individuals, companies or projects that have stimulated revitalization efforts that strengthen and advance the community at large.

Frank Poe, GWCCA's Executive Director, expressed gratitude for the recognition.

"It is validation of our commitment to preserve the Park's heritage of the '96 Olympics, as well as our strategic initiatives to spur investment and development surrounding the Park," he said. "What was once underutilized parcels of land is now a thriving urban oasis – the crown jewel of downtown Atlanta."

The Marcus Downtown Economic Impact Award is CAP's most prestigious award and is publicly presented every March during the CAP/ADID Annual Meeting. The Park, built as part of the 1996 Summer Olympics in Atlanta, has been an enduring part of the Games' legacy, as well as a catalyst for economic development around it.

Pictured above, GWCCA Executive Director Frank Poe (center), accepts the Marcus Downtown Economic Impact Award from A.J. Robinson, President of Central Atlanta Progress (left) and David Stockert, President and CEO of Post Properties.





EARLY BELIEVERS MONUMENT

The GWCCA is honoring those men and women whose initial contributions made the Centennial Olympic Games possible by erecting a new monument surrounding the existing statue of park mastermind William "Billy" Porter Payne in Centennial Olympic Park. The additions include custom marble benches honoring key Atlanta business leaders such as Jim Kennedy, Bill Dahlberg, Bob Holder, Bennett Brown, Herman Russell and Ivan Allen III, which were first to embrace the Olympic bid. A new marble column featuring the names of the "Atlanta Nine" – Peter Candler, Ginger Watkins, Horace Sibley, Charlie Battle, Charlie Schaffer, Linda Stephenson, Cindy Fowler, Bobby Reardon and Tim Christian – will also join the statue of Payne installed in 1997.







LEGACY

Supporting a work

continual learning,

GWCCA team

logged more than

42.000 hours of

training since 2012.

Fostering a legacy of leadership

Besides continually improving its physical facilities, the Georgia World Congress Center Authority also believes strongly in empowering its workforce by reinvesting in its employees. One avenue of investment is through learning and development. The

Authority partnered with the University of Georgia,



Terry College of Business to introduce two new programs to the team: Senior Leadership Development and Emerging Leaders.



Members of GWCCA's Senior Leadership Development Program.



GWCCA's Emerging Leaders Program participants.

Senior Leadership Development

The Senior Leadership Development Program provides GWCCA team members with greater understanding of the overall Authority mission and culture, along with handson leadership training and development of future leaders. The program is now offered annually, and provides a series of learning and training experiences that blend experiential and academic learning.

The Senior Leadership Development Program includes the following components:

- Assessment and Coaching: Hogan Leadership Suite.
- Leadership through Change: Leading Through Turbulent Times.
- Mentoring: A Unique Opportunity to Learn from UGA Alumni.
- Transformational Leadership: Driving Employment Engagement.
- ► Strategic Thinking
- Writing for Business

This year, 18 team members participated in the Senior Leadership Development Program.

Emerging Leaders

The Emerging Leaders Program curriculum is designed with a specific business purpose in mind: To cultivate and populate the Authority's future leadership pool with individuals who serve, inspire, and grow other leaders. This program is open to all employees and serves as a prerequisite to the Senior Leadership Development Program.

The Emerging Leaders Program covered these topics:

- Communicating with Impact
- ► Creating High Performance Teams

- Critical Thinking Assessment
- Emotional Intelligence
- Strategic Planning This year, 20 team members participated in the program.

IAVM Venue Management School

Team members also had the opportunity to participate in the IAVM (International Association of Venue Managers) Venue Management School and the Venue Management School Graduate Institute.

Venue Management School (VMS), the Graduate Institute (VMS-GI) and Senior Executive Symposium



are considered the top professional education programs available for venue managers. Those new to the industry, and facility executives looking to expand their overall understanding, will find solid principles and practices for venue management through IAVM. Venue professionals can further expand their universe of management and leadership skills and understanding by attending the Graduate Institute.

The VMS programs consist of two (2) week-long courses of intensive instruction held during two consecutive years. The VMS curriculum covers topics such as event management, life safety, marketing and advertising, crowd management and the guest experience. The second year of VMS covers areas such as leadership and image, cost control, risk management and insurance, and strategic business planning.

This year, a total of seven team members participated in VMS, VMS-GI, and the Senior Executive Symposium. After paying all operating expenses and debt service for Fiscal Year 2016, the Georgia World Congress Center Authority provided a direct profit of more than \$65 million to the State of Georgia, an increase of approximately \$19 million compared to FY2015. Also, the GWCCA campus brought in more than 1 million out-of-state visitors pumping what's known as "new dollars" into the local economy – money that wouldn't be spent in Georgia without the Georgia World Congress Center, the Georgia Dome and Centennial Olympic Park hosting events.



ATLANT	A CAMPUS FINAN	NCIALS			STATE OF GEO	RGIA	
DATE	OPERATING REVENUE	OPERATING EXPENSE	OPERATING PROFIT	STATE TAX REVENUE	DEBT SERVICE	STATE PROFIT	DIRECT PROFIT TO GEORGIA
2007	78,435,644	73,250,147	5,185,497	129,213,843	40,709,070	88,504,773	93,690,270
2008	80,115,757	84,613,865	(4,498,108)	122,866,019	37,621,219	85,244,800	80,746,692
2009	71,060,589	77,079,259	(6,018,670)	97,415,555	35,022,336	62,393,219	56,374,549
2010	68,707,527	69,818,566	(1,111,039)	87,901,235	36,921,791	50,979,444	49,868,405
2011	78,280,863	73,931,987	4,348,876	76,219,994	36,691,726	39,528,268	43,877,144
2012	76,410,365	73,661,411	2,748,954	57,187,264	30,686,513	26,500,751	29,249,705
2013	89,504,084	83,551,929	5,952,155	59,096,921	30,864,376	28,232,545	34,184,700
2014	89,459,952	86,857,029	2,602,923	72,762,330	32,180,471	40,581,859	43,184,782
2015	96,645,804	89,540,897	7,104,907	71,872,730	32,898,503	38,974,227	46,079,134
2016	104,526,078	95,640,972	8,885,106	87,097,971	30,969,143	56,128,828	65,013,934









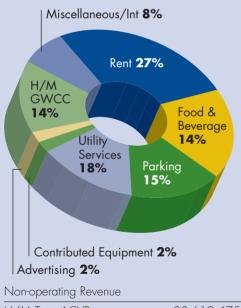


LEGACY

The 3.9-million-square-foot Georgia World Congress Center is officially named after George L. Smith II, a member of the the Georgia House of Representatives for 29 years and Speaker of the House for 11 years.

GEORGIA WORLD CONGRESS CENTER

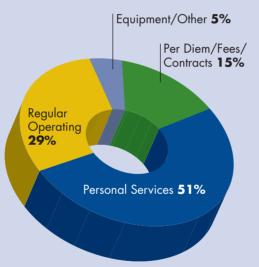
Operating Revenue	\$43,849,999
Miscellaneous	3,523,098
H/M GWCC	6,081,347
Contributed Equipment	893,238
Advertising	778,018
Food & Beverage	6,133,123
Parking	6,751,586
Utility Services	8,021,187
Rent	11,668,402
Operating Revenue	



Total Revenue	\$105,485,677
Subtotal	\$61,635,678
Miscellaneous	37,996,607
Gain/Loss of Fixed Assets	19,596
H/M Tax - ACVB	23,619,475

GEORGIA WORLD CONGRESS CENTER

Net Operating Profit	\$6,275,072
Operating Expenses	\$37,574,927
Per Diem/Fees/Contracts	5,581,108
Equipment/Other	1,924,137
Regular Operating	10,959,525
Personal Services	19,110,157
Operating Expenses	



Net Income/loss before depreciation and OPEB accrual	\$6,294,853
Total Expense	\$99,190,824
Subtotal	\$61,615,897
Capital/Renovation Projects	37,996,422
ACVB H/M Tax	23,619,475
Non-operating Expenses	



ATTENDANCE

Total	1,200,381
179 Meetings, Corporate Events, & Others	412,281
16 Public/Consumer Shows	272,650
49 Major Trade Shows & Conventions	515,450

ECONOMIC IMPACT

GWCC ECONOMIC ACTIVITY

New Dollars	574,006,438
Total Economic Impact	1,085,984,508
Economic Impact on Labor Income	376,635,797
Employment	11,244

TAX REVENUES

Georgia Sales Tax	30,201,055
Local Sales Tax	27,897,154
Hotel/Motel Tax	13,242,995
Personal Income Tax/Other	32,070,235

SUMMARY	2013	2014	2015
New Dollars Generated	448,925,330	478,965,717	467,298,714
Impact of New Dollars	834,462,527	893,169,407	852,847,014
State	24,021,831	24,948,467	24,847,111
Local	22,107,967	23,084,551	22,930,692
Hotel/Motel Tax	9,430,410	11,405,928	11,433,429
Total	55,560,208	59,438,946	59,211,232

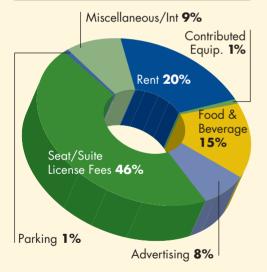


LANDMARK

Completed in 1992, the Georgia Dome's cable-supported roof was the largest of its kind in the world and has added a distinctive flavor to Atlanta's evolving skyline.

GEORGIA DOME

Operating Revenue	\$56,145,529
Miscellaneous	4,830,014
Contributed Equipment	385,317
Seat/Suite License Fees	25,467,259
Advertising	4,684,717
Food & Beverage	8,587,091
Parking	654,618
Utility Services	131,098
Rent	11,405,415
Operating Revenue	
•••••	

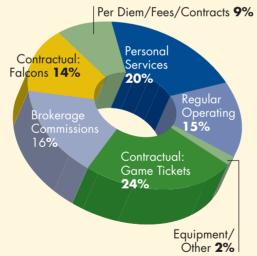


Non-operating Revenue

Total Revenue	\$75,961,958
Subtotal	\$19,816,429
Miscellaneous	3,850
H/M Tax	19,812,579

GEORGIA DOME

Net Operating Profit	\$7,396,864
Operating Expenses	\$48,748,665
Per Diem/Fees/Contracts	4,581,547
Contractual Falcons	6,583,527
Brokerage Commissions	7,799,498
Contractual: Game Tickets	11,735,177
Equipment/Other	1,039,358
Regular Operating	7,512,091
Personal Services	9,497,467
Operating Expenses	



Net Income/loss before depreciation and OPEB accrual	26,591,443	
Total Expense	\$49,370,515	
Subtotal	\$621,850	
Debt Service Interest expense	590,180	
Capital/Renovation Projects	31,670	
Non-operating Expenses		



ATTENDANCE

Total	1,478,588
30 General Meetings	13,162
15 Spectator Events	629,942
8 Graduations	89,124
6 Georgia State Games	26,320
3 Concerts	132,350
10 Falcons Games	587,690

ECONOMIC IMPACT

GWCC ECONOMIC ACTIVITY	
New Dollars	216,466,092
Total Economic Impact	412,976,328

	412,770,020
Economic Impact on Labor Income	142,472,996
Employment	4,418

TAX REVENUES

Georgia Sales Tax	12,182,741
Local Sales Tax	11,298,445
Hotel/Motel Tax	4,712,537
Personal Income Tax/Other	12,019,024

SUMMARY	2013	2014	2015
New Dollars Generated	196,098,825	268,845,490	266,838,913
Impact of New Dollars	361,774,794	469,489,121	481,304,930
State	10,824,632	14,840,453	14,781,639
Local	10,078,785	13,816,057	13,748,213
Hotel/Motel Tax	6,033,323	7,638,305	8,004,283
Total	26,936,740	36,294,815	36,534,135

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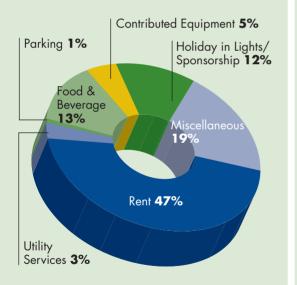
LANDMARK

Commemorative bricks are a distinctive feature of Centennial Olympic Park's design, and another 40,000 will be added during the facility's upcoming renovation.

CENTENNIAL OLYMPIC PARK

Operating Revenue

15,384 251,639 97,917 250,015 378,465
251,639 97,917
251,639
15,384
56,387
956,233



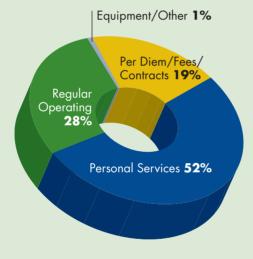
Non-operating Revenue

Miscellaneous	7,525,336	
Subtotal	\$7,525,336	
Total Revenue	\$9,531,376	

CENTENNIAL OLYMPIC PARK

Operating	Expenses
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Net Operating Profit	\$(1,505,260)
Operating Expenses	\$3,511,300
Per Diem/Fees/Contracts	682,643
Equipment/Other	41,469
Regular Operating	990,607
Personal Services	1,796,581



Net Income/loss before depreciation and OPEB accrual	\$5, 739,430
Total Expense	\$3,791,946
Subtotal	\$280,646
Capital/Renovation Projects	280,646
Non-operating Expenses	

Centennial Olympic Park's Southern Company Amphitheater was an integral part of the multi-stage Shaky Knees Music Festival held May 13-15.



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LEGACY

committee for the purpose of overseeing the activities of the GWCCA. In 2003, expanded the committee to 12 members, evenly split among the state Senate and House of Representatives.

Legislative Overview Committee

- Sen. Butch Miller, Chairman Sen. Brandon Beach Sen. ludson Hill Sen. Nan Orrock Sen. David Shafer Sen Renee Unterman
- Rep. Mike Cheokas Rep. Jan Jones Rep. Rahn Mayo Rep. Larry "Butch" Parrish Rep. Terry Rogers Rep. Ron Stephens



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Anne Hennessy Hennessy Investments





Glenn Hicks, III First Beacon Investments



Bill Jones Iones Petroleum



Andrew MacCartney



Doug Tollett Douglas Mgmt. Co.

GWCCA BY THE NUMBERS 366 Full-time employees

269 GWCC and Centennial Olympic Park employees

72 Georgia Dome employees

25 SITCC employees

353,653 hours worked by part-time employees, equivalent to 170 full-time employees

3,000 hours of training completed by full-time employees



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