LANDMARKS AND LEGACIES

2016 Annual Report
LANDMARKS AND LEGACIES

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 game-changing 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.
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

**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.

**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.

**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/hip-hop star Akon (pictured, center), of Senegalese heritage, and Atlanta hip-hop 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.

**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.

**OCTOBER** Country-turned-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 sold-out Georgia Dome full of some of the most passionate fans around.
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JANUARY 2016
The International Production and Processing Expo (IPPE) celebrated 40 years at the Georgia World Congress Center with a record-setting 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 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.

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 three-day 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
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.
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-year-old 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.

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.

1,100 tons of waste diverted from landfills in 2016:

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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 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.

Culture and 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.

Growth and Innovation
Effectively generate 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 real-time text platform for exhibitors.

Event Review
Create a process for accurate, useful and consistent post-event financial and operational reporting. FY16 Highlight: Developed an organizational scorecard to consistently track event performance.

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 gathering of feedback.

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.

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UPDATE: MERCEDES-BENZ STADIUM

Modern Marvel Taking Shape

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.

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) moniker.

In September 2015, the Southeastern Conference agreed to keep one of Atlanta’s marquee annual college football events in the city through 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 event with the College Football Playoff Championship Game, which will be played in the retractable roof facility in 2018.

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.

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.

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 the Super Bowl return to Atlanta for the third time in the city’s history. The Georgia Dome 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 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.
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.
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 multi-block 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.
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.

1. 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.

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.

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.
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 greater 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.

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.
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.

LEARNING AND LEADING

Fostering a legacy of leadership

Senior Leadership Development

The Senior Leadership Development Program provides GWCCA team members with greater understanding of the overall Authority mission and culture, along with hands-on 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.
- 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.

Members of GWCCA’s Senior Leadership Development Program.

GWCCA’s Emerging Leaders Program participants.

Supporting a work environment of continual learning, GWCCA team members have logged more than 42,000 hours of training since 2012.
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.

<table>
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<tr>
<th>ATLANTA CAMPUS FINANCIALS</th>
<th>STATE OF GEORGIA</th>
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<tr>
<td>DATE</td>
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<td>2016</td>
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</table>
GEORGIA WORLD CONGRESS CENTER

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

Operating Revenue: $43,849,999

Operating Expenses
- Personal Services: 19,110,157
- Regular Operating: 10,959,525
- Equipment/Other: 1,924,137
- Per Diem/Fees/Contracts: 5,581,108

Operating Expenses: $37,574,927

Net Operating Profit: $6,275,072

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

ATTENDANCE
- 49 Major Trade Shows & Conventions: 515,450
- 16 Public/Consumer Shows: 272,650
- 179 Meetings, Corporate Events, & Others: 412,281

Total: 1,200,381

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.

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**GEORGIA DOME**

**Operating Revenue**

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

**Operating Revenue**: $56,145,529

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**GEORGIA DOME**

**Operating Expenses**

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

**Operating Expenses**: $48,748,665

**Net Operating Profit**: $7,396,864

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**Non-operating Revenue**

- H/M Tax: $19,812,579
- Miscellaneous: $3,850

**Subtotal**: $19,816,429

**Total Revenue**: $75,961,958

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**ATTENDANCE**

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

**Total**: 1,478,588

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**ECONOMIC IMPACT**

**GWCC ECONOMIC ACTIVITY**

- New Dollars: $216,466,092
- Total Economic Impact: $412,976,328
- 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

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**SUMMARY**

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<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<td>New Dollars Generated</td>
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<td>Impact of New Dollars</td>
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<td>Local</td>
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<td>Hotel/Motel Tax</td>
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<td><strong>Total</strong></td>
<td><strong>26,936,740</strong></td>
<td><strong>36,294,815</strong></td>
<td><strong>36,534,135</strong></td>
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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

- Rent: $956,233
- Utility Services: $56,387
- Parking: $15,384
- Food & Beverage: $251,639
- Contributed Equipment: $97,917
- Holiday in Lights/Sponsorship: $250,015
- Miscellaneous/Int: $378,465

Operating Revenue: $2,006,040

Operating Expenses

- Personal Services: $1,796,581
- Regular Operating: $990,607
- Equipment/Other: $41,469
- Per Diem/Fees/Contracts: $682,643

Operating Expenses: $3,511,300

Net Operating Profit: $(1,505,260)

Non-operating Revenue

- Miscellaneous: $7,525,336

Subtotal: $7,525,336

Total Revenue: $9,531,376

Non-operating Expenses

- Capital/Renovation Projects: $280,646

Subtotal: $280,646

Total Expense: $3,791,946

Net Income/loss before depreciation and OPEB accrual: $5,739,430

Centennial Olympic Park’s Southern Company Amphitheater was an integral part of the multi-stage Shaky Knees Music Festival held May 13-15.
The GWCCA Board of Governors consists of 15 members, each serving 4-year terms. They are appointed by the Governor of Georgia.