**Financial Snapshot – July 2017**

**Profit / Loss**
- Actual: $(1,316,604)
- Budgeted: $(1,497,098)

**Customers**
- Estimated: 110,654

**Economic Impact**
- Estimated: $26.2M

**H/M Tax**
- Actual: $462K
- Budget: $458K
- FY16: $436K
- %: > 0.95% > 5.98%
Scope of Services: Food Service Consulting

- Consult with the Authority to document current environment.
- Provide orientation to current state of the market.
- Develop the solicitation document and support the Authority in the review process.
Firms which submitted RFQs:
• The Bigelow Companies, Inc.
• WC & Partners
• Food Service Matters
Food & Beverage System Review

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

Best served by competitive procurement
<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>COMPLETION BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notification to Proceed</td>
<td>July 14, 2017</td>
</tr>
<tr>
<td>Development of Procurement Documents</td>
<td>August 31, 2017</td>
</tr>
<tr>
<td>Review of Solicitation by Staff</td>
<td>Week of September 4, 2017</td>
</tr>
<tr>
<td>Solicitation Packages – Placed on the GPR</td>
<td>September 15, 2017</td>
</tr>
<tr>
<td>Mandatory Pre-bid</td>
<td>September 28, 2017</td>
</tr>
<tr>
<td>Proposals Due</td>
<td>October 27, 2017</td>
</tr>
<tr>
<td>Short List Review by Food &amp; Beverage Review Committee and Staff</td>
<td>November 3, 2017</td>
</tr>
<tr>
<td>Firm Presentation</td>
<td>Week of November 13, 2017</td>
</tr>
<tr>
<td>Review/Selection</td>
<td>Week of November 27, 2017</td>
</tr>
<tr>
<td>Negotiation of Service Agreement</td>
<td>December 2017</td>
</tr>
<tr>
<td>Board Action</td>
<td>January 2018</td>
</tr>
</tbody>
</table>
Questions
Northside Drive Pedestrian Bridge Agreement

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

StadCo is supportive of the project.
The Authority and the City may contract for up to fifty (50) years with one another for the provision of services and the use of facilities provided the agreement deals with activities which the parties are authorized by law to undertake or provide, pursuant to the Georgia Constitution of 1983, Art. IX, Sec. III, Para. I. This is called an “Intergovernmental Agreement.”
We have discussed with the City and StadCo how best to convey to the City the right to construct the bridge on the Authority’s premises.

Characterizing this arrangement as an Intergovernmental Agreement (instead of a conveyance of a real property interest) simplifies the process and moves the transaction along more quickly.
The Resolution before the Board essentially would authorize the Executive Director to execute an Intergovernmental Agreement with the City granting the right to construct the bridge in part on real property under the Authority’s management and control.

Staff recommends approval.
Questions
2017 GWCCA Board Retreat
Strategic Planning Process
Frank Poe
GWCCA Executive Director
Background

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

– Environmental – Goal to achieve LEED Certification and further develop our stewardship program

– Sales/Marketing – Goals included:
  • GWCCA/ACVB relationship
  • Market driven venue improvements
  • Event development – ownership, promotion, etc.

– Technology – Goal to define how we engage technology for networking, marketing, communication, and social media to drive business and brand.
Operational – Goal included:

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

Some of the results from this process:

- Achieved our Silver LEED certification.
- Organizational analysis with CSL and Heidrick/Struggles
- Event Development team, revenue management which lead to identification of our optimum business mix
- Developed our communications department, social media team, and board material migrated to digital platform.
The 2011 strategic plan was followed by the creation of our 2020 Vision.

Plan is Capital intensive – CEF, MBS, Flooring, Centennial Olympic Park, Hotel, and facilities analysis for capital maintenance and improvements to existing structures.

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

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

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

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

DOWNSIDE INCLUDES

$5 MILLION 
Trust for Atlanta Foundation
Early Bird Capital
$1,000,000 TO $999,999
$999,999 TO $1,000,000
$1,000,000 TO $9,999,999
$10,000,000 TO $99,999,999
$100,000,000 AND UP

NYC - Georgia Fund & Southern Company
Mid-Atlantic Regional Foundation
Lone Star Foundation
Up to $1,500,000

Donors as of February 2020

2020 VISION
CONVENTION SPORTS AND ENTERTAINMENT DESTINATION IN THE WORLD
In Fiscal Year 2016, the GWCCA hosted 523 events and welcomed more than 2.7 million visitors who generated $1.31 billion in economic impact and sustained 15,764 jobs in Georgia.
Next Phase

• We believe it is time for board and staff to commence the process of developing our next plan.

• Process:
  – Board retreat will devote one day to a facilitated program.
  – Board/staff will be arranged in teams.
  – John Bourke will lead our program – bio is at your seating location.

• Program will identify:
  – Key vision elements (market, financial, people)
  – Strategic direction and action areas
  – Our practical vision
  – Implementation Calendar
Questions
Next Meeting:
GWCCA Board Planning Retreat

Wednesday, September 20, 2017
Thursday, September 21, 2017