BOARD OF GOVERNORS MEETING

November 30, 2021
Action Item

Approval of Minutes

October 26, 2021
Financial Update

Janet Arsenault
Sr. Director of Finance, GWCCA
## Financial Snapshot: October 2021

<table>
<thead>
<tr>
<th>Month</th>
<th>Budget</th>
<th>Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$5,162,357</td>
<td>$4,443,801</td>
<td>↓ $719K</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>13.9%</td>
</tr>
<tr>
<td>Expense</td>
<td>$4,097,776</td>
<td>$3,385,700</td>
<td>↓ $712K</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>17.4%</td>
</tr>
<tr>
<td>Net Profit</td>
<td>$1,064,581</td>
<td>$1,058,101</td>
<td>↓ $6K</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>.61%</td>
</tr>
</tbody>
</table>
## Financial Snapshot: YTD thru October 2021

<table>
<thead>
<tr>
<th>Month</th>
<th>Budget</th>
<th>Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$11,903,274</td>
<td>$13,494,865</td>
<td>↑ $1.6M 13.4%</td>
</tr>
<tr>
<td>Expense</td>
<td>$14,733,636</td>
<td>$12,920,460</td>
<td>↓ $1.8M 12.3%</td>
</tr>
<tr>
<td>Net (Loss)</td>
<td>($2,830,362)</td>
<td>$574,405</td>
<td>↑ $3.4M</td>
</tr>
</tbody>
</table>
Questions?
ACVB 3-Year Strategic Plan
FY22 Business and Financial Plan (Action Item)

William Pate
President & CEO, ACVB

Gregory Pierce
Executive Vice President & CAO/CFO, ACVB
RECOVERY 2023
Three-year Strategic Plan
and
2022 Business and Financial Plan
ABOUT ACVB

Mission

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

Vision

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

While continuing objective to reach a minimum 925,000 room nights for meetings greater than 2,500 on peak, also maintain a minimum of 20 citywide bookings of 5,000 room nights and greater on peak each year.

Strategic priorities

- Maintain a leadership position in citywide booking pace against top competitors
- Drive visitation among meeting attendees and leisure visitors by enhancing destination appeal
- Maintain our technological leadership with customers, consumers and employees
- Restructure membership in ACVB

Key initiatives

- Narrow use of group program resources to focus on citywide business
- Leverage competitive advantage as the premier destination for diversity, equity and inclusion
- Deepen our relationships with third-party lead producers
- Expand martech platform to generate increased leads and bookings
- In partnership with meeting planners, utilize ACVB marketing assets and tools to maximize meeting attendance
- Leverage martech platform to drive increased leisure visitation
- Utilize competitive advantage as a progressive city to drive incremental visitation from diverse audiences
- Mobilize our influence to enhance the destination appeal of Downtown
- Expand martech platform to support sales engagement, email marketing and diversity marketing
- Provide state-of-the-art platforms for staff to work from any location
- Evaluate potential changes in membership structure and revenue and recommend new model
- Implement new membership structure involving different levels of engagement
- Increase involvement with diverse organizations
- Increase efficiency and effectiveness of all private revenue producing program and products across all areas of ACVB
In September 2021, estimated travel spending across the U.S. was 91% of the level for September 2019. This level relative to 2019 is an improvement following a dip in August due to the spread of the delta variant. The recovery is spread unevenly across sectors with road trips and short-term rentals ahead, and international visitation far behind.
Preliminary data for October 2021 produces an occupancy of 56%. This marks two months of increases from the setback seen in August related to the delta variant.

This total occupancy for October equals 72% of the level for that month in 2019. August and September similarly saw approximately 72%.

While the total recovery has remained steady in recent months, individual segments have fluctuated. Leisure dipped in August and September but recovered in October. Group saw improvement in September followed by a retraction in October.

Data sources: STR; TravelClick
GROUP OCCUPANCY OUTLOOK

ANNUAL latest values

WEEKLY showing latest values for individual stay week; line colors are same as annual chart above

Data sources: STR; TravelClick

QUARTERLY 2021 by 'as of' week

QUARTERLY 2022 by 'as of' week

As of Nov 7, 2021
Travel Sentiment

September 2021

U.S. Resident Vacation Intentions
% of U.S. residents intending to travel in the next 6-months

U.S. Business Travel Sentiment
% of U.S. companies that plan on being in the travel game the next six months

Social Travel Sentiment by Month
Positive vs. Negative mentions of travel Jan-20 to Sep-21

Consumer Travel Sentiment
Travelers that expect the severity of the coronavirus situation in the U.S. to get better in the next six months

Source: The Conference Board
Source: GBTA Business Travel Survey
Source: MMGY Global

Source: Destination Analysts
Source: Longwoods International
CITY OF ATLANTA AND U.S. UPPER Upscale Hotel Occupancy
SEPTEMBER 2021 HOTEL OCCUPANCY
CITY OF ATLANTA

SINGLE MONTH

54%
vs. LY 21% 63%
vs. 5 Yr Avg -8% -13%

YEAR TO DATE

47%
vs. LY 10% 26%
vs. 5 Yr Avg -15% -24%
2021 HIGHLIGHTS

• Booked 18 major citywides and 900,000 convention room nights
• One of the top U.S. destinations in booking convention business during pandemic
• Hosted 125 virtual and in-person site visits
• Developed new marketing assets for attendance building and city resource engagement – Atlanta stories, social media toolkit, planners timeline series, community engagement and outreach and public safety websites
• Hosted IGLTA, Large Show Roundtable, ASAE regional and Delta Meeting Exchange to promote the future of Atlanta and showcase the city as a welcoming and accessible destination
• Engaged more than 900 international tour operators and travel agents with virtual training webinars in participation with Delta, Travel South and Brand USA
• Maintained leadership positions with PCMA, IAEE, ASAE, MPI Georgia, U.S. Travel Association and Destinations International
• Moved to a one-team sales approach
• Engaged regional, national and international travel journalists at industry events including IGLTA, IPW and Travel Media Meetup
• Maintained COVID-19 resource pages on DiscoverAtlanta.com to provide the one-stop shop for visitors, meeting planners and attendees regarding local guidance and updated policies and procedures from businesses and government
• Restarted in-person member events including the 22nd annual Atlanta Hospitality Hall of Fame, board meetings and Connect networking events
• Introduced a monthly hotel data email to members
• Categorized members into various disadvantaged business enterprise statuses and made public facing
2021 HIGHLIGHTS

Website and Content
• Rebranded Discover Atlanta Now magazine to integrate with new Discover Atlanta website
• Launched Discover Atlanta Stories for leisure and meetings audiences
• Partnered with Apple to publish Atlanta guides on Apple Maps app
• Partnered with Google to publish Atlanta stories on Google Arts and Culture stories
• Rolled out website platform initiatives including new personalization tactics, mobile optimization, new advertising opportunities

Campaigns
• Created local campaign for International Gay and Lesbian Travel Association (IGLTA)
• Partnered with Golden Flake to develop Golden Flake Southeast Road Trip Sweepstakes + Summer family fun
• Developed marketing campaign with Expedia to drive Atlanta hotel bookings
2021 HIGHLIGHTS

Client support
• Marketing support to 30+ enhanced groups
• Developed new agency-curated social media toolkit for clients to promote their upcoming meeting in Atlanta
• Developed new content toolkit for clients and Discover Atlanta to promote and amplify messaging for groups with public-facing events
• Developed community resources page
• Upgraded 360 CMS platform to support itinerary development
• Updated sales presentation and new developments video
• Developed collateral for industry events including ASAE Community Pop-UP and Delta Meeting Exchange

Community Partnerships and Engagement
• Partnered with Mayor’s Office of Cultural Affairs to promote its nationally recognized ELEVATE public art festival, expanded this year to an eight-week citywide event
• Produced hospitality recruitment videos in support of stimulating employment in the industry
2021 HIGHLIGHTS

• Planned and executed a FAM trip for U.S. Black Cultural Heritage Road Trip
  • Partnered with and featured some of Atlanta’s top black-owned businesses
  • Added to Black Cultural Heritage Tours book of tour itineraries
• Prioritized diverse travel experiences and DEI efforts
  • Launched ATL Unguided brochure, website portal and new Black traveler content
  • Developed stories for Black, LGBTQ+, Asian and Spanish-speaking travelers as well as content for supporting businesses with DBE status on website and in Discover Atlanta Now magazine
  • Added disadvantage business enterprise status to business listings on DiscoverAtlanta.com and family of sites including venue catalog
  • Developed community engagement page

Awards
• Platinum Hermes Award (Creative Integrated Marketing Campaign category – Atlanta’s Food Story)
• Online Media, Marketing and Advertising Association – OMMA (Best Travel/Tourism campaign – I AM ATL)
• Silver HSMAI Adrian Award (Website category – DiscoverAtlanta.com)
• Drum Awards finalist (Travel and Tourism category – Still Atlanta)
• ESTO Destiny Award finalist (Destination Website – DiscoverAtlanta.com)
• eTourism Summit eTSY Award (Best Website – DiscoverAtlanta.com)
BEST OF THE WORLD 2022
KEY MARKETING HIGHLIGHTS

- Social media
  - 32.1 million impressions (through Q3)
  - 2.2 million engagements (through Q3)

- Website traffic
  - 1.8 million sessions (through Q3)
  - 4.7 million page views (through Q3)

- Meeting planner media campaigns
  - 860,000 impressions (through Q3)

- Discover Atlanta app
  - 57,271 app dialogue views
  - 1,100 average monthly active users
CONVENTION TRADE SHOWS

ASAE Virtual Annual Meeting & Expo – Aug. 13-18
ASAE Community Pop-UP Host – Aug. 16

• Virtual booth featuring key ACVB and GWCC collateral

• GWCCA new developments video loop featuring updated visuals of GWCC expansion and other significant campus enhancements

• Created page to build attendance for Community Pop-UP
https://discoveratlanta.com/meetings/asae/
2021 ASAE COMMUNITY POP-UP

ASAE Annual Meeting
Atlanta Community Pop-Up

Monday, August 16, 2021

Miss the face-to-face environment and ready to celebrate in-person? Atlanta is proud to be selected as an ASAE Annual Meeting Community Pop-Up host city.

This half-day, in-person event will provide attendees with networking, programming and industry discussions. Registration is now closed. For questions please contact ACVB staff listed below. We look forward to见到 you soon!

LOCATION

Hyatt Regency Atlanta
205 Peachtree Street, N.E.
Atlanta, GA 30303

Venue is a 10-minute walk from the Hyatt Regency Atlanta. Click here to book.

SCHEDULE

Monday, August 16

8:30-9:00 a.m. Continental breakfast & networking
9:00-9:15 a.m. Welcome & announcements
9:15-9:30 a.m. Market Brief: ASAE Status Update
9:30-10:00 a.m. Interactive Demo: Awards & Recognition
10:00-10:45 a.m. Break
10:45-11:00 a.m. Community Pop-Up Agenda
11:00-11:15 a.m. Video of ASAE Pop-Up Host City Atlanta
11:15-12:00 p.m. Ask Your Questions to the ASAE Leadership Team
12:00-12:15 p.m. Luncheon & Interactive Complimentary Content Briefing
12:15-1:15 p.m. Luncheon & Discussion: NextBserve with Doni Swan

KNOW BEFORE YOU GO

Event Hotel Partners

In accordance with current CDC guidelines, we strongly recommend all attendees to wear masks. Additional guidelines for the event will be provided on-site. Individuals not adhering to the guidelines may be asked to leave the Community Pop-Up. All the ramps are wheelchair accessible, however, the hotel lobby area is not due to construction.

EVENT PARTNERS

Venue

Hyatt Regency Atlanta
205 Peachtree Street, N.E.
Atlanta, GA 30303

Activities

GSAE Conferences & Educational Events

Registration

NGC

Convention & Visitors Bureau

Atlanta
GWCCA 360 VIRTUAL TOUR

Comprehensive, high-resolution virtual tour of GWCC featured on DiscoverAtlantaMeetings.com virtual tour platform; also promoted on gwcca.org
New luxury Signia by Hilton Atlanta convention center hotel now under construction

Pedestrian Promenade opening December 2021

Transportation Hub opening April 2022

GWCC Exhibit Hall BC creating 1+ million GSF exhibit space is now OPEN
2021 BID BOOK COLLATERAL

GEORGIA WORLD CONGRESS CENTER

Located in the heart of downtown Atlanta, the Georgia World Congress Center Authority (GWCA), which includes the Georgia World Congress Center, the Georgia Aquarium, and the Centennial Olympic Park, is the largest convention complex in the Southeast and one of Atlanta’s top visitor attractions, covering nearly 296 acres of prime urban space.

THE FACTS

- 1.5 million square feet
- 12,982 rooms
- 1,726 meeting rooms
- 1,000 ballrooms
- 80 exhibit halls
- 7,500+ meeting spaces

BUILDING A HIGHLIGHTS

- 320,000 square feet
- 29 meeting rooms
- 1,726 meeting rooms
- 15,689 meeting spaces
- 34 exhibit halls

BUILDING B HIGHLIGHTS

- 570,000 square feet
- 47 meeting rooms
- 33,000 meeting spaces

BUILDING C HIGHLIGHTS

- 410,000 square feet
- 46 meeting rooms
- 33,000 meeting spaces

BUILDINGS A & B

- 340,000 square feet
- 29 meeting rooms
- 1,726 meeting rooms
- 15,689 meeting spaces
- 34 exhibit halls

BUILDINGS B & C

- 607,500 square feet
- 47 meeting rooms
- 33,000 meeting spaces

EXHIBIT HALL BC

- 410,500 square feet
- 46 meeting rooms
- 33,000 meeting spaces

Atlanta Convention & Visitors Bureau
ON A DIFFERENT LEVEL CAMPAIGN

DON'T MISS THE LATEST IN ATLANTA

Atlanta has new venues, culinary experiences and boutique hotels with iconic rooftop views ready for your arrival!

Host Your Event at the World's First Illuminarium!
The two-level Illuminarium is now open, with exceptional entertainment and 14,000 square feet of special event space featuring soaring ceilings, custom-designed interiors, state-of-the-art projections and sound systems.

The Excitement Over Signia Continues
Signia by Hilton Atlanta (opening late 2021), will be the Georgia World Congress Center Authority's new SIGNIA signature hotel – joining renowned facilities on North America's largest combined convention, sports and entertainment campus!

Fresh Recap: Delta Meeting Exchange
Atlanta Convention & Visitors Bureau partnered with Delta Air Lines to host select travel agents for the Delta Meeting Exchange. The event offered a unique, firsthand look at Atlanta’s meeting culture, third scene and Delta Air Lines flight experience, existing with tours of event spaces and venues around the city.

If you're interested in seeing Atlanta for yourself, reach out to our team to start planning YOUR experience!

Meeting planner eNewsletter July 2021
REBRAND AND INTEGRATION OF DISCOVER ATLANTA NOW
NEW PERSONALIZATION FEATURES
2021 OTA (EXPEDIA) CAMPAIGN

Target audience:
Families in Southeast drive markets*

Results:
- 7.2 million impressions
- 21.6K room nights
- 24.3K airline tickets
- 116 return on ad spend

Southeast radio:
- Paid and promotional campaign via I Heart Radio
- Seven markets: 11 million impressions

*Metro Atlanta, Birmingham, Charlotte, Nashville, Jacksonville, Greenville/Spartanburg/Asheville++
U.S. BLACK CULTURAL HERITAGE ROAD TRIP

WEDNESDAY, AUGUST 4, 2021

9:00 a.m.  Arrival at Hamilton Howell House
9:30 a.m.  History & Heritage with Dr. Kachek Sims-Alvaredo
11:00 a.m.  Tour of Atlanta with ATL-Cruizer
12:45 p.m.  Lunch at Bar Vagen ATL
3:30 p.m.  Bandline, Tour with Black Girl Magic Tours
3:45 p.m.  Meet at The Shed
4:00 p.m.  Afternoon Tea at Just Add Honey
6:30 p.m.  Return to Hamilton Howell House
5:30 p.m.  Depart for Reception with points of interest Reception with Black-Owned Businesses
6:30 p.m.  The Gathering Spot
ATL UNGUIDED

ATL UNGUIDED

ATLANTA’S BLACK TRAVEL GUIDE

Atlanta’s rich heritage is deep, progressive and continuously evolving. Atlanta supports a bold expression of Black heritage and contemporaneous explorations that spark Black excellence and pride. It is the heartland of the Civil Rights Movement, the largest collection of historically Black colleges and universities (HBCUs), a number of Black-owned restaurants, trendy lounges and hip-and-edgy art galleries. Discover ATL Unguided, where legacy meets evolution.

LONNIE C. KING JR.
CHAMPION OF VOTING RIGHTS

"In the long run, the greatest weapon against hate is cool heads and steady feet." - King is an interview with King

Lonnice King (born October 20, 1938) is an American civil rights activist, a Georgia native, and was the driving force behind the development of the Voting Rights Act of 1965. He has been instrumental in the civil rights movement and has been recognized for his contributions to the fight for voting rights.

“Dr. King's march from Selma to Montgomery was a symbol of the power of nonviolent resistance and a testament to the perseverance of the civil rights movement. His message of love and equality continues to inspire us today.”

Where to visit: Visit the Atlanta History Center and the Martin Luther King Jr. National Historic Site

BISLYN POP
UNDAUNTED

"We do not need to wax platitudes for those rights which are already realized and merely say we will not be met as an army at war. Today we will not be satisfied until all persons of every color, race, and creed are accorded the rights that we seek to secure for those who as yet possess none. Allen, George W., and Reischauer, Eliot R. (1953). America and the Negro: The Search for Human Rights. Beacon Press, p. 38.

The author of "Undaunted" is a prominent Black woman, known for her activism and leadership in the civil rights movement. She is an advocate for social justice and equality, and her work has been recognized at the national level. Her message of strength and resilience continues to inspire others today.

Where to visit: The home of Martin Luther King Jr. and the Martin Luther King Jr. National Historic Site
SOCIAL MEDIA TOOLKIT

SOCIAL MEDIA CONTENT

Once you get to know Atlanta, the destination sells itself. But we know it’s not that simple when you’re planning a meeting or convention. A destination’s appeal is what can boost registrations, so we’ve created a content resource to help you showcase Atlanta on your social channels. We want to help you drive attendance and get attendees excited about meeting here!

Our official hashtags are #ATLMeetings and #DiscoverATL. Use these hashtags to discover new content to share or tag your own content.

Social Channels
- Twitter (@DiscoverAtlanta + @ATLMeetings)
- Facebook
- Instagram
- LinkedIn
- YouTube
- Pinterest

Digital Asset Library Access
Images and videos are available for use rights-free in your social media content by registering for a Shutterstock account.
2021 PR PLACEMENTS

Georgia World Congress Center Adds Exhibit Space

With the completion of Exhibit Hall BC, Georgia World Congress Center has more than 1 million square feet of contiguous exhibition space. Perhaps most impressive: The 100,000 sq.-ft. addition came in on time and under budget.

Step back a few thousand feet, and the new space is a key cog in a larger picture. Georgia World Center Authority is marking off its checklist on a 2020 improvement plan. Other projects include millions of improvements to Centennial Olympic Park and the addition of a headquarters hotel, SLH, set to break ground this spring.

"Exhibit Hall BC continues the transformation of Atlanta's walkable convention and event district," says William Pate, president and CEO.

The timing could not be better. The space debuted at International Production + Projection, the world's largest annual poultry, food and meat technology exposition. The event has been held at the convention center for four years (and Atlanta for 72 years), beginning in 1977, and enjoyed expansions over that time.

IFPE had no trouble filling the extra space this year, hosting a chicken wing eatery as well as additional booths, too.

Pate says the additional exhibition area is not a vanity project. It is designed to compete with bidders on events that previously would not fit in the building.

"This exhibit hall is really a game changer for our city to compete for the largest conventions," he says.

In addition to meetings, the congress center has also been used during an extra-ordinary Super Bowl weekend where Atlanta has hosted the College Football Playoff Championship, Super Bowl LII.

CREATIVE WAYS CVBS ARE USING VIRTUAL EXPERIENCES TO PROMOTE THEIR DESTINATIONS

Atlanta Convention & Visitors Bureau

Even though the Atlanta Convention & Visitors Bureau launched 360ATL, its suite of online virtual reality tour products for event planners, almost four years ago, the need for this content couldn't be more current. Check out the city's walkable downtown convention and entertainment district, which includes the Georgia World Congress Center, Centennial Olympic Park, Mercedes-Benz Stadium, hotels, restaurants and attractions, or get a more expansive view of the destination by exploring the Midtown, Buckhead, Eastside and Westside neighborhoods. To complement the virtual tours, ACVB also offers an online venue catalog of more than 300 restaurants, facilities and attractions that can double as event spaces.

Virtual Destination Tours Help Event Planners Get Business Back on the Books

The Atlanta Convention and Visitors Bureau is taking its southern hospitality online and inviting event planners to explore the Georgia capital through an immersive, 360-degree tour. 360ATL goes through the heart of the city’s convention and entertainment district. Guests can explore the Georgia World Congress Center, as well as nearby hotels, restaurants and attractions such as the Georgia Aquarium.

Virtual site visits allow our sales staff to guide meeting planners through a complete tour of the city, beginning with their arrival at Hartsfield-Jackson Atlanta International Airport," said William Pate, president and CEO of the ACVB. "Given the state of the industry, this immersive experience shows meeting planners the proximity between special event venues, attractions, hotels and dining options in lieu of an in-person site visit."

Convention Centers Add GBAC STAR Accreditation as COVID-19 Assurance

Two convention centers have stepped up to model best practices for meeting during a pandemic. Georgia World Congress Center (GWCC) in Atlanta announced at the end of June that it was the first convention center in the country to achieve Global Biorisk Advisory Council (GBAC) STAR facility accreditation. The more than 4 million-square-foot facility documented each step of its procedures for cleaning, disinfection and infection prevention.

"Although events will look different moving forward, our commitment to our customers, show attendees and team members that the highest cleaning and disinfection protocols are being implemented at GWCC hasn't changed," said Frank Poe, executive director of Georgia World Congress Center Authority. He described the step as assurance for planners and exhibitors that venues are doing everything they can to provide a safe, clean environment.
2022 ASSUMPTIONS

• COVID-19 pandemic will move to endemic phase worldwide
• Conventions will move forward with attendance 50-70 percent of 2019 levels
• Corporate travel restrictions will continue easing through early 2022
• Hotel occupancy at year-end will fall between 59-64%
• Continued backlog of lead volume will impact convention bookings as organizations reward cities they had to cancel during the pandemic
• Meeting planners will be cautious on booking room blocks and convention space as they look to see how attendance returns post-pandemic
2022 BUSINESS PLAN GOALS

• Book 1 million citywide room nights (goal to be reviewed quarterly based on recovery and market conditions)
• Assist meeting planners to achieve adjusted attendance goals for major citywide conventions
• Increase visibility of Atlanta as one of the top U.S. meeting and travel destinations
• Refine and expand new martech platform using machine learning to deliver personalized content to meeting planners, attendees and leisure visitors
• Continue to position ACVB as an industry expert nationally and locally with a continued focus on diversity, equity and inclusion
BOOK 1 MILLION CITYWIDE ROOM NIGHTS TO BE REVIEWED QUARTERLY BASED ON RECOVERY AND MARKET CONDITIONS

New or significant ramp up in focus

- Leverage GWCC campus improvement assets and messaging to maximize reach and awareness through key meeting channels including LinkedIn
- Prepare to host ASAE Annual Convention in 2023
- Participate in the coordination of Atlanta’s FIFA World Cup bid for 2026
- Maximize Atlanta representation on third-party planner platforms within the scope of partnership agreements
- Evaluate and streamline Simpleview CRM / email marketing integration opportunities with martech platform

Continue or enhance focus from prior year

- Optimize all partnership agreements
- Host in-market sales missions in Washington, D.C. and Chicago
- Conduct virtual presentations to international customers and tour operators
- Assist Travel South with USA Global Week in April
- Attend 32 trade shows and events in person
- Continue LinkedIn and other social media messaging efforts
WORK WITH MEETING PLANNERS TO HELP THEM ACHIEVE ADJUSTED ATTENDANCE GOALS FOR MAJOR CITYWIDE CONVENTIONS

New or significant ramp up in focus

- Work with groups to right size attendance expectations and room block needs
  - Increase collection of housing pace reports in advance of meetings
  - Push GWCC enhancements and Atlanta destination messaging on marketing platforms to refresh attendee perspectives on city
- Revamp toolbox offerings to 12 largest 2022 citywide meetings and optimize promotional opportunities during 2022 shows to build traffic for future Atlanta shows
- Utilize new tiered pre-show promotion package and virtual exhibit booth destination marketing assets to expand Atlanta exposure opportunities for all size 2023 groups at their 2022 meetings
- Launch new digital Planner’s Toolkit leveraging enhanced email marketing analytics to increase meeting planner engagement
- Support program planning, marketing and city décor to build excitement for ASAE Annual Meeting and Expo in 2023

Continue or enhance focus from prior year

- Target citywide conventions for public relations proactive outreach
  - Pitch Atlanta stories to industry trade media and host client media FAMs
- Continue to plan/host UpNext Atlanta in Washington, D.C. for meetings booked 2022-24
- Continue to leverage relationships with GDEcD and Metro Atlanta Chamber to connect customers to additional resources for programming and attendance building in the region
- Ongoing collaboration with city partners and public safety to address meeting planner concerns and distribute relevant convention specs to aid in preparing the community for the arrival of the meeting
INCREASE VISIBILITY OF ATLANTA AS ONE OF THE TOP U.S. MEETING AND TRAVEL DESTINATIONS

New or significant ramp up in focus

• Promote construction and opening of Signia by Hilton Atlanta hotel and highlight GWCC campus enhancements to meeting planners
• Partner with Explore Georgia to promote Atlanta as a meetings destination
• Highlight any citywide events in earned media to help refresh visitor perspectives of Atlanta
• Amplify earned media coverage and travel industry accolades to enhance destination appeal
• Cater to growing ADA audience with content on accessibility and ensure website meets accessibility requirements
• Ramp up ongoing efforts for earned media coverage to build more destination appeal

Continue or enhance focus from prior year

• Continue to promote GWCCA campus developments in meeting planner messaging
• Continue meeting planner-oriented editorial strategy
• Enhance 360ATL content supporting virtual, hybrid and in-person site visits/FAMs and trade shows
• Pitch and submit Atlanta assets to publications for national accolade opportunities
• Develop and acquire new assets representing diverse audiences to inspire visitors (photography, video, UGC, partner content)
• Continue to add content to digital platforms and optimize the personalization engine and search (video and website)
• As opportunities arise, target leisure and meetings markets leveraging brand ambassadors with a priority on culinary and diversity messaging
REFINE AND EXPAND NEW MARTECH PLATFORM USING MACHINE LEARNING TO PROGRAMMATICALLY DELIVER PERSONALIZED CONTENT TO MEETING PLANNERS, ATTENDEES AND LEISURE VISITORS

New or significant ramp up in focus

• Ramp up email marketing leveraging martech platform to increase personalization and cadence for convention attendees and leisure visitors
• Integrate Bandwango experiences, itinerary and savings platform to complement content strategy, help evolve Savings in the City member discount program and expand membership services
• Increase participation in ACVB among disadvantaged business enterprises and local member stakeholders

Continue or enhance focus from prior year

• Improve the organizational adoption of 360ATL content with CRM platform to better support virtual, hybrid and in-person site visits/FAMs and trade shows
• Expand content to feed NLP/personalization engine to reach target audiences
• Ensure legal and financial risks of collecting and maintaining proprietary audience data are appropriately documented
• Optimize ad model across all channels to provide additional revenue opportunities (ACVB, Discover Atlanta Publishing, membership – publications + DiscoverAtlanta.com)
• Develop and acquire new assets representing diverse audiences (photography, video, UGC, partner content)
• Evaluate platforms, technologies and agencies to streamline efforts
CONTINUE TO POSITION ACVB AS AN INDUSTRY EXPERT NATIONALLY AND LOCALLY WITH A HEIGHTENED FOCUS ON DIVERSITY, EQUITY AND INCLUSION

New or significant ramp up in focus

• Develop cultural/diversity-specific marketing content and blogs to highlight unique Atlanta heritage for convention attendees
• Ensure our value is shown through strengthened relationships and leadership roles with organizations that fit our mission, including – but not limited to – our core hospitality partners
• Increase focus on representation by diverse team members at trade shows, conferences, panels, etc.
• Connect meeting planners with community organizations and build a resource library of local engagement and charitable give-back opportunities for convention team building events, exhibit hall donations and community service projects/programming
• Participate in Event Services Professional Association’s Celebrate Services Week and heighten awareness of the hospitality industry and elevate service industry professionals with a team building community service volunteer opportunity
• Develop cultural/diversity-specific marketing content and blogs to highlight unique Atlanta heritage for convention attendees

Continue or enhance focus from prior year

• Provide sales and services with collateral and tools that reinforce benefits of working with ACVB along with third-party providers
• Enhanced focus on working with companies committed to DEI or disadvantaged business enterprises for vendors
• Highlight industry expertise through guest columns and opinion editorials
• Capitalize on media opportunities to show importance of Atlanta’s hospitality industry
2022 FINANCIAL PLAN
2022 FINANCIAL PLAN NARRATIVE

• Total revenue over four years:
  • 2022: $26,548,973
  • 2021: $22,168,062
  • 2020: $26,809,740
  • 2019: $43,739,097

• 2022 occupancy rate of 60.5%

• Hotel tax revenue will be up 40% over 2021 and 77% of 2019

• Payroll and related expenses will be up approximately 11% from 2021 and 85% of 2019

• Operating and fixed expenses will be flat to 2021

• Direct promotional expenses will be up 9% from 2021
## 2022 SUMMARY BUDGET

<table>
<thead>
<tr>
<th></th>
<th>2022 Budget</th>
<th>2021 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue</td>
<td>$26,548,973</td>
<td>$22,168,062</td>
</tr>
<tr>
<td>Total expense</td>
<td>$26,056,125</td>
<td>$22,475,000</td>
</tr>
<tr>
<td>Excess(deficiency)</td>
<td>$492,848</td>
<td>$(306,938)</td>
</tr>
</tbody>
</table>
## TOTAL PUBLIC SECTOR REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>2022 Budget</th>
<th>2021 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel tax - City of Atlanta</td>
<td>$12,568,790</td>
<td>$9,025,858</td>
</tr>
<tr>
<td>PPP loan foregiveness</td>
<td>-</td>
<td>2,700,000</td>
</tr>
<tr>
<td>Atlanta Convention Marketing Fund - 80%</td>
<td>$6,384,147</td>
<td>4,584,563</td>
</tr>
<tr>
<td>Atlanta Convention Marketing Fund - 20%</td>
<td>$1,596,037</td>
<td>1,146,141</td>
</tr>
<tr>
<td>Total Public Sector Revenue</td>
<td>$20,548,974</td>
<td>$17,456,562</td>
</tr>
</tbody>
</table>
## TOTAL PRIVATE SECTOR REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>2022 Budget</th>
<th>2021 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual meeting/HHOF</td>
<td>$75,000</td>
<td>$75,000</td>
</tr>
<tr>
<td>Contributed services</td>
<td>3,500,000</td>
<td>3,500,000</td>
</tr>
<tr>
<td>Co-op cash support</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Grants/sponsorships</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Internet revenue</td>
<td>92,500</td>
<td>45,000</td>
</tr>
<tr>
<td>Membership dues</td>
<td>987,179</td>
<td>625,000</td>
</tr>
<tr>
<td>Membership services</td>
<td>4,500</td>
<td>1,500</td>
</tr>
<tr>
<td>Other revenue</td>
<td>715,237</td>
<td>250,000</td>
</tr>
<tr>
<td>Publication ad revenue</td>
<td>383,000</td>
<td>215,000</td>
</tr>
<tr>
<td><strong>Total private sector revenue</strong></td>
<td><strong>$5,757,416</strong></td>
<td><strong>$4,711,500</strong></td>
</tr>
</tbody>
</table>
# TOTAL EXPENSE

<table>
<thead>
<tr>
<th>Description</th>
<th>2022 Budget</th>
<th>2021 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct promotional expense</td>
<td>$7,804,437</td>
<td>$7,190,437</td>
</tr>
<tr>
<td>Expense against capital assets</td>
<td>2,331,483</td>
<td>2,100,000</td>
</tr>
<tr>
<td>Other operating expense</td>
<td>705,176</td>
<td>700,000</td>
</tr>
<tr>
<td>Payroll and related expense</td>
<td>8,830,882</td>
<td>7,900,000</td>
</tr>
<tr>
<td>Transfer to ACMF reserve</td>
<td>6,384,147</td>
<td>4,584,663</td>
</tr>
<tr>
<td><strong>Total expense</strong></td>
<td><strong>$26,056,125</strong></td>
<td><strong>$22,475,100</strong></td>
</tr>
</tbody>
</table>
# TOTAL BUDGET BY CORPORATE ENTITY

<table>
<thead>
<tr>
<th>Entity</th>
<th>2022 Revenue</th>
<th>2022 Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlanta Convention &amp; Visitors Bureau, Inc.</td>
<td>$24,775,889</td>
<td>$24,535,725</td>
</tr>
<tr>
<td>ACVB Enterprises, LTD</td>
<td>$475,500</td>
<td>$470,400</td>
</tr>
<tr>
<td>ACVB Foundation, Inc.</td>
<td>$1,055,000</td>
<td>$1,050,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$26,306,389</strong></td>
<td><strong>$26,056,125</strong></td>
</tr>
</tbody>
</table>
Questions?
Action Item: FY22 Business and Financial Plan
Nominating Committee Report
Resolution: Limited Authority Change Orders

Pargen Robertson
General Counsel, GWCCA
NOW THEREFORE BE IT RESOLVED . . . that the Executive Director expressly is authorized, though not required, . . . to effect the execution of one or more future change orders not exceeding the sum of $300,000.00 per change order under the Guaranteed Maximum Price Construction Agreement . . ., provided however that the Executive Director generally shall exercise his best efforts to communicate his intentions to execute such future change order(s) in advance of execution to the individual members of the Development Committee . . . (with a subsequent briefing, which may be conducted after execution of such future change order(s), by the Executive Director and his designees to the full Board of Governors), and only so long as such future change order(s) comply with the terms and conditions of the Guaranteed Maximum Price Construction Agreement and applicable law and, in the judgment of the Executive Director, are consistent with the corporate purposes and mission of the Authority and the Authority’s sound business practices.
Questions?
Recommendation

Staff Recommends Approval.
Resolution: Hotel Development Change Order

Theonie Alicandro
COO and General Counsel, Drew Company

Austin Bell
Senior Director and Development Manager
Drew Company Atlanta, LLC
Change Order No. 2 Summary

- Completed 62 drilled piers.
- As mentioned at the Board Retreat, in the process of drilling the piers, we hit a rock lens formation in several locations that was not substantial enough to support the piers. When encountering such locations, we had to drill through the lens, then soil, until we hit solid rock.
- Now that the drilled piers have been completed, Drew, Skanska and their subcontractor have reconciled the drill lengths and obstructions and are now seeking a change order.
➢ The value of the drilled pier change order is $524,660. This will be funded from owner’s hard cost contingency within the development budget (currently $7,861,559 before this change order) with an amendment to the GMP to reflect the acceptance of the change order.

➢ After the change order in the amount of $524,660, the owner’s hard cost contingency would be $7,336,899 and the GMP would be increased from $326,603,826 to $327,128,486. The owner retains a soft contingency of $5,917,094. After this change order is approved, the total owner’s hard and soft contingency will be $13,253,993.
Questions?
Recommendation

With this Resolution the Board essentially would authorize the Executive Director to execute Change Order No. 2.

Staff Recommends Approval.
Property Conveyance

Pargen Robertson
Legal Counsel, GWCCA

Kevin Duvall
Chief Operating Officer, GWCCA
In 2018, the State Properties Commission determined to convey to CIM all state property rights in support of the Gulch Development.

Two parcels were excluded at the request of GWCCA to support our on-going traffic management and parking plans for MBS and GWCCA events.

In May/June 2021, CIM approached the State Properties Commission regarding acquiring ownership of the two parcels previously excluded.

State Properties Commission approached GWCCA regarding our interest in transferring these properties to GWCCA for purposes of entering negotiations with CIM to facilitate a sale.
➢ In August, GWCCA sent a letter seeking the assistance and approval of the State Properties Commission to convey the two state-owned parcels adjacent to the Gulch to GWCCA.

➢ The acquisition of Tracts 1 and 2 would support the future strategic operations of the campus; specifically, the acquisition would support traffic control related to Elliott Street plus associated parking impact as a part of negotiations to sell the properties to CIM.

➢ GWCCA would pay $10.00 to the State Properties Commission for these two parcels.

➢ GWCCA would retain all funds associated with the sale as well as ensure we retain control of certain operational needs in support of our traffic management plan and parking needs.
Remnant Parcels
Remnant Parcels
Current Status

➢ Since your action in September:
  ▪ CIM indicated a need to acquire two adjacent additional parcels: Tracts 2 and 2A
  ▪ State Properties Commission acted upon your request for the original two parcels

➢ GWCCA would retain all funds associated with the sale of the now four (4) tracts (Tract 1, Tract 2, 2A, 2B) in excess of appraised value. Appraised value for the tracts would be remitted to the State of Georgia, less expenses.

➢ GWCCA would continue to retain control of certain operational needs in support of our traffic management plan and parking needs.
Questions?
Executive Session
Resolution: Acquisition of Two Supplemental Elliott Street Parcels

Pargen Robertson
General Counsel, GWCCA
NOW, THEREFORE, BE IT RESOLVED . . . that the Executive Director expressly is authorized to coordinate with the State Properties Commission regarding the terms and conditions of a proposed acquisition of the Supplemental Elliott Street Parcels and, in case those actions are successful, then the Executive Director is authorized, though not required, to take such actions and to execute and deliver such documents as may be necessary or appropriate to effect the acquisition of the Supplemental Elliott Street Parcels, but only so long as such proposed acquisition complies with applicable law and, in the judgment of the Executive Director, is consistent with the corporate purposes and mission of the Authority and the Authority’s sound business practices.

Staff recommends approval.
Questions?
2022 Board Meeting Schedule
# 2022 Meeting Schedule

<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>25</td>
</tr>
<tr>
<td>February</td>
<td>22</td>
</tr>
<tr>
<td>March</td>
<td>29</td>
</tr>
<tr>
<td>April</td>
<td>26</td>
</tr>
<tr>
<td>May</td>
<td>24</td>
</tr>
<tr>
<td>June</td>
<td>28</td>
</tr>
<tr>
<td>July</td>
<td>26</td>
</tr>
<tr>
<td>August</td>
<td>30</td>
</tr>
<tr>
<td>September</td>
<td>13-14 (Tentative)</td>
</tr>
<tr>
<td>October</td>
<td>25</td>
</tr>
<tr>
<td>December</td>
<td>6</td>
</tr>
</tbody>
</table>

- **May** meeting moved to prior Tuesday due to Memorial Day holiday
- **September** meeting typically cancelled in lieu of an Authority planning retreat
- **November / December** meetings combined
Next Scheduled Meeting

January 25, 2022