Georgia World Congress Center Authority

Board of Governors Meeting

September 17, 2026

Afternoon Session – Future Forward

Financial Update

Janet Finlayson, Chief Financial Officer

Georgia World Congress Center Authority

Financial Snapshot: August

Month	Budget	Actual	Variance
Revenue	$7,952,199	$8,298,931	↑ $347K 4.4%
Expense	$6,917,227	$6,312,205	↓ $605K 8.7%
Net Surplus/ (Loss)	$1,034,972	$1,986,726	↑ $952K

Three-Year Forecast: FY28

REVENUE		EXPENSES	
Rental	17,754,715	Personnel Services	28,759,462
F&B	13,634,402	Temp/OT/Show Labor	12,904,221
Utilities	10,166,085	Operating Expenses	38,249,159
Parking	12,077,990	Maintenance Repair/ Renovation	3,000,000
H/M	9,780,257		82,912,843
Contract Labor	11,754,154		
Telecom/Audio Visual	3,828,276	NET SURPLUS	2,702,140
Adv/Sponsorship	2,389,150		
Other	4,229,954		
	85,614,982		

Three-Year Forecast: FY29

REVENUE		EXPENSES	
Rental	17,425,185	Personnel Services	29,622,246
F&B	13,423,775	Temp/OT/Show Labor	12,398,848
Utilities	10,473,744	Operating Expenses	38,060,972
Parking	11,343,375	Maintenance Repair/ Renovation	3,000,000
H/M	9,884,644		83,082,066
Contract Labor	11,336,348		
Telecom/ Audio Visual	3,943,124	NET SURPLUS	1,506,216
Adv/Sponsorship	2,401,235		
Other	4,356,852		
	84,588,282		

Three-Year Forecast: FY30

REVENUE		EXPENSES	
Rental	19,474,058	Personnel Services	30,510,914
F&B	13,858,035	Temp/OT/Show Labor	12,650,813
Utilities	8,105,886	Operating Expenses	38,246,401
Parking	11,505,400	Maintenance Repair/ Renovation	3,000,000
H/M	9,990,145		84,408,128
Contract Labor	11,676,438		
Telecom/ Audio Visual	4,061,418	NET SURPLUS	1,164,417
Adv/Sponsorship	2,413,607		
Other	4,487,558		
	85,572,545		

Economic Impact

Georgia World Congress Center Authority

FY26 Economic Impact

$2.54B

1.47M
OUT-OF-STATE ATTENDEES

18,565
JOBS SUPPORTED

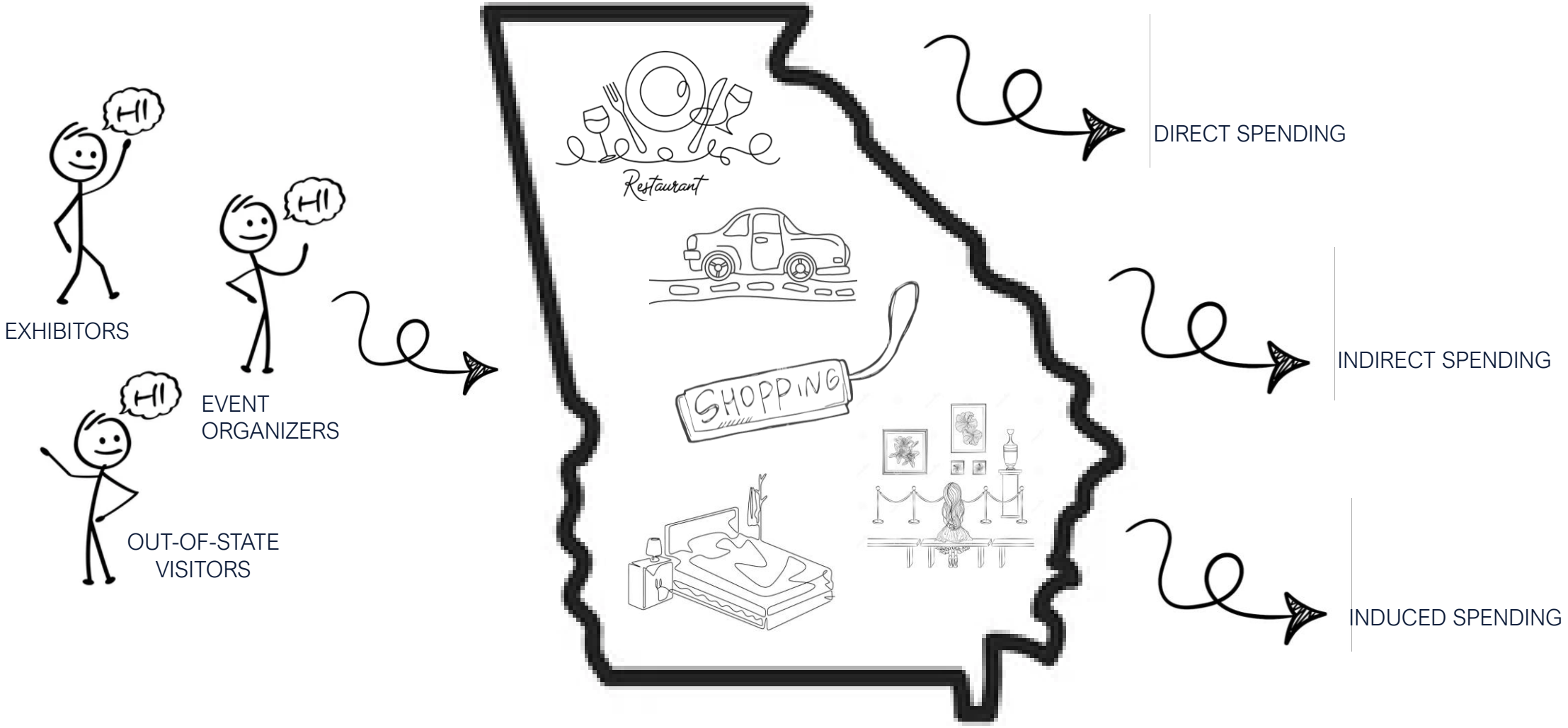
2.75M
OUT-OF-STATE VISITOR DAYS

$790.8M
LABOR INCOME

$157.9M
STATE TAXES & FEES

$116.2M
LOCAL TAXES

WHERE DOES $2.54B COME FROM?



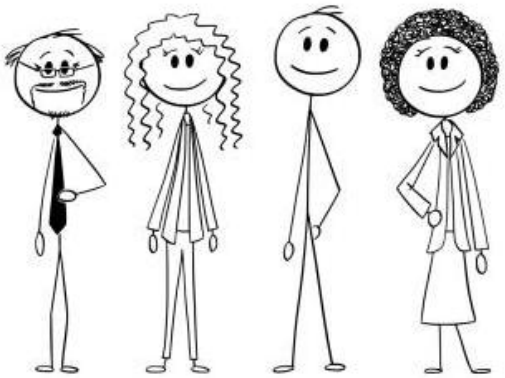
Event Impact: Spending Components

DIRECT SPENDING

An attendee pays for a hotel room, restaurant meal, rideshare or other goods and services.

INDIRECT SPENDING

Those businesses purchase goods and services from other Georgia businesses.



INDUCED SPENDING

Employees supported by that activity spend their earnings in the Georgia economy.

DETERMINING GWCCA'S IMPACT

1.87x

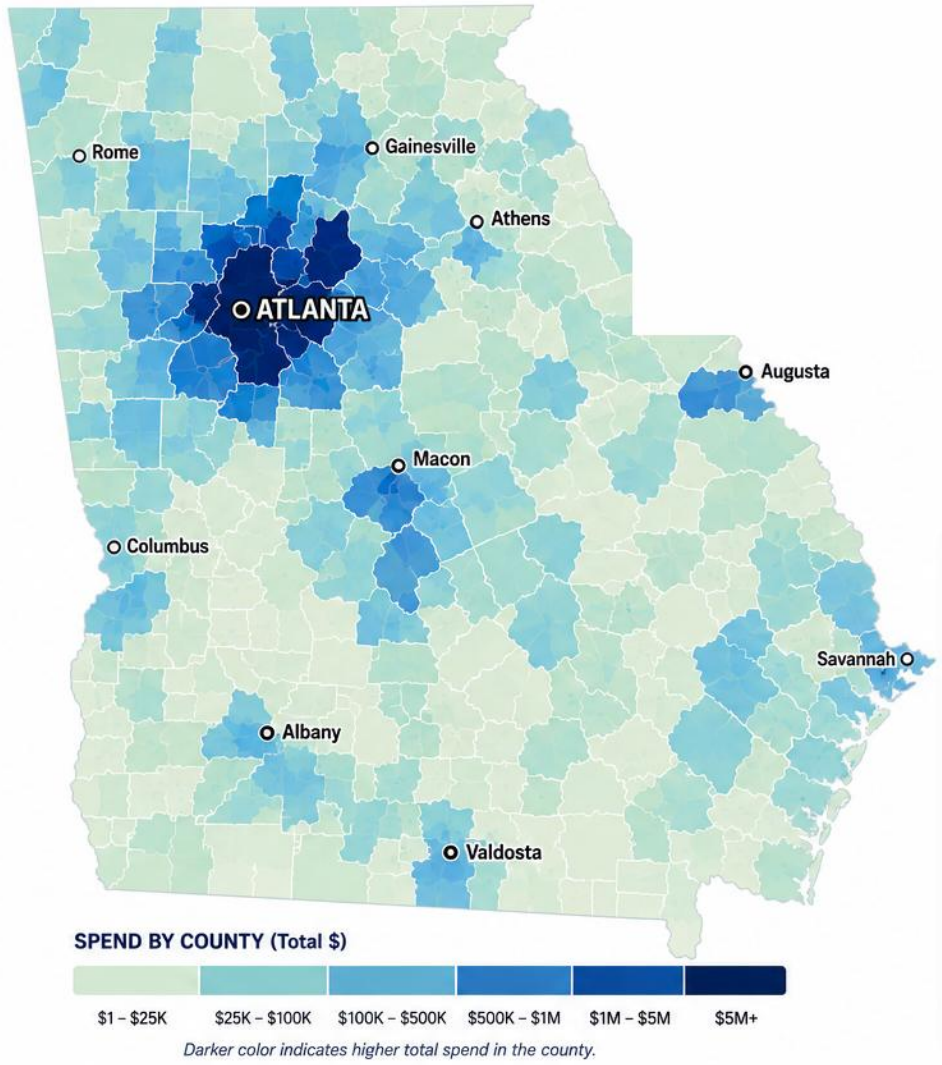
Economic Multiplier

For every $1 in initial direct spending, approximately $0.80 in additional economic activity is generated across Georgia.

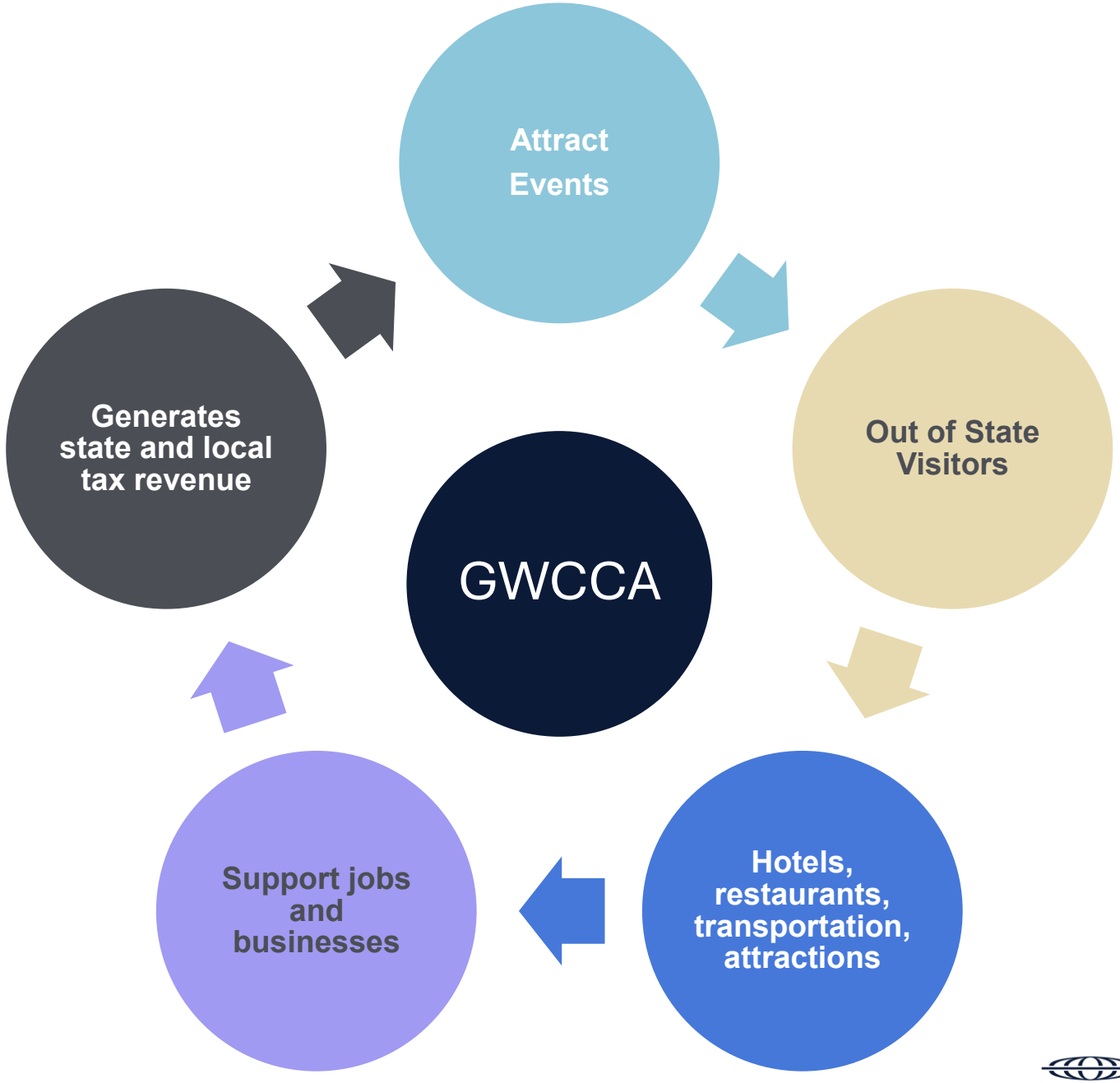
$1.36B INITIAL DIRECT SPENDING + $1.18B ADDITIONAL ECONOMIC ACTIVITY = **$2.54B**

SPENDING IMPACT BEYOND ATLANTA

159 out of 159 Georgia counties received GWCCA campus-related spend



STAYING COMPETITIVE IN TOURISM



Questions?

Maximizing Georgia's Tourism Asset

Stacey Church, Chief Operating Officer

Georgia World Congress Center Authority

NOW	**PROTECT AND IMPROVE**	Address current infrastructure, safety, and experience priorities
NEAR	**REVEW AND MODERNIZE**	Advance phased renewal of critical building systems
NEXT	**REIMAGINE THE FUTURE**	Consider how the campus, convention product, and destination may evolve

NOW

PROTECT AND IMPROVE

$5.6 million in current infrastructure, safety, and experience priorities

INFRASTRUCTURE, LIFE SAFETY, AND OPERATIONAL RELIABILITY	EVENT AND WORKPLACE IMPROVEMENTS	PUBLIC REALM AND VISITOR EXPERIENCE
$4.05M	$839K	$713K
A/B connector groundwater mitigation Fire alarm devices and A-Bldg fire pump Irrigation and lighting controller replacements Support beam repair COP fountain vault improvements	Authority boardroom chairs HR Career Center furniture Remaining Building C meeting room carpet Georgia Ballroom chair replacement	Hermes tower lights Koi pond improvements Visitor Center upgrade and landscaping East Pavilion restrooms Ring fountain improvements

NEAR

REVEW AND MODERNIZE

$74.1 million advancing phased renewal of critical campus systems

ENERGY AND CORE BUILDING SYSTEMS	VERTICAL TRANSPORTATION MODERNIZATION	SECURITY/CUSTOMER-FACING IMPROVEMENTS
$63M	$10M	$1.1M
EPC II Energy Conservation Program — $36.9M financed/$4M cash Electrical Infrastructure Master Plan and Phase 1 — $12M Airside Master Plan and Phase 1 RTU Replacement — $10M	Phase 1 begins in September 2026 Phase 2 is anticipated to begin in summer 2027	Furniture Master Plan, Phase 1 — $500K Meeting Room Access Control, Phase 1 — $400K Avigilon Camera Upgrades, Phase 1 — $200K

NEXT

REIMAGINE THE FUTURE

$32.7 million in planning and development that will shape the campus and destination

INTERNATIONAL PLAZA DEVELOPMENT		HKS CAMPUS MASTER PLAN RECONCILIATION
$32.3M	SEPARATE BUT COORDINATED EFFORTS	$360K
PLFD-led project Currently in pre-development Anticipated completion: early 2029		Reconciles prior campus studies and current initiatives Establishes a coordinated roadmap for future campus decisions Evaluates how the Plaza integrates with the broader campus

Staying Competitive: The Case for What's Next

Top convention centers in the U.S.	40 U.S. convention centers have 350,000+ SF of prime exhibit space
1. McCormick Place: 2.6M SF 2. Las Vegas Convention Center: 2.45M SF 3. Orange County Convention Center: 2.06M SF 4. **Georgia World Congress Center: 1.45M SF** 5. Venetian: 1.25M SF	Austin Convention Center: 336K SF Indiana Convention Center: 566K SF Music City Center (Nashville): 353K SF Henry B. Gonzalez (San Antonio): 514K SF Salt Palace Convention Center (Salt Lake City): 515K SF

It's More Than Square Footage

Competitor Reinvestment

	MODERNIZE EXISTING	REPLACE OR EXPAND	INTEGRATED DESTINATION
Austin (closed)		Approximately **$1.6B** in redevelopment; approximately 620,000 SF of rentable space	
Dallas (partially closed)		**$3.33 - $3.35B** New 2.1M SF center anchoring a walkable district	Connections to lodging, dining, retail, and entertainment
Houston		**$1.14B** for Phase 1, including 700,000 SF GRB South with convention space, public plazas, retail, and restaurants	Connections to Discovery Green, Toyota Center, existing GRB, and Hilton Americas-Houston
Nashville		**$52M** acquisition of a nearby site; feasibility study recommended a 587,000 SF expansion, with site selection and expansion planning underway	
New Orleans	Ongoing **$557M** modernization of meeting spaces, infrastructure, technology and the visitor experience		
Orlando		**$560M** Grand Concourse Expansion adding 44,000 SF of meeting space and a 100,000 SF ballroom; completion expected in 2029	

Competitor Funding Strategies

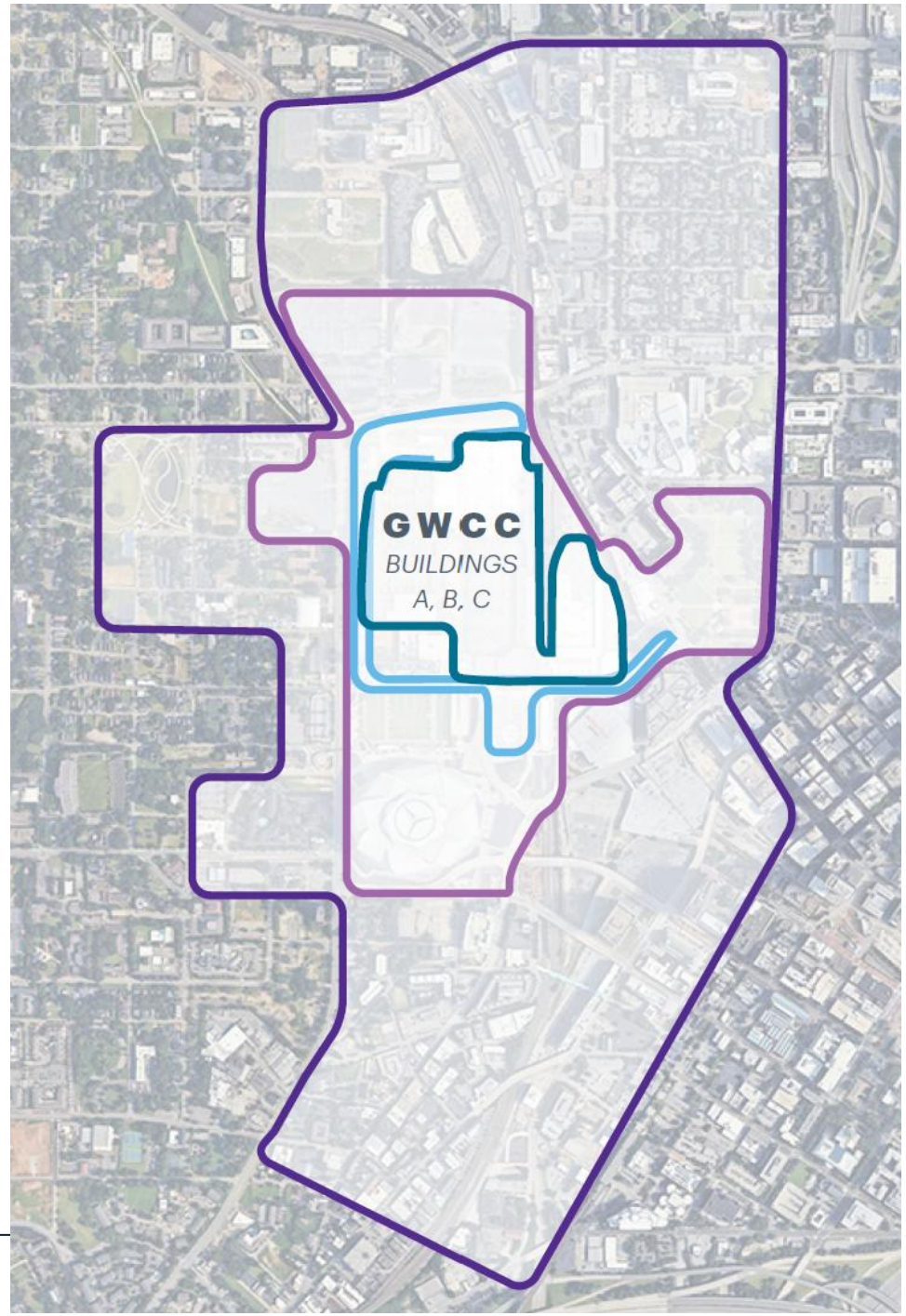
COMPETITOR	SOURCES	COMMENTS
Austin	Hotel Occupancy Tax, Project Finance Zone (PFZ), debt, cash	$1.2B of $1.6B is expected to be debt financed
Dallas	Additional 2% hotel tax, Project Finance Zone (PFZ), debt	PFZ – approx. $2.2B over 30 years
Houston	Project Finance Zone (PFZ), $1.38B special revenue bonds	PFZ – approx. $2B over 30 years
Nashville	Hotel Occupancy Tax, Tourist Development Zone, Campus/Rental Car/Rideshare Taxes, debt	FY26 budget - $230M tax revenue
New Orleans	Hotel occupancy taxes, F&B tax, Room night fee, debt, cash	$70M+ in annual tax revenue
Orlando	6% countywide Tourist Development Tax (TDT), debt	$384M in FY25

Smart Growth Strategy

Georgia World Congress Center Authority

Planning Before Design

- HKS's work has focused on **pre-design planning** to inform future architectural and development decisions.
- The work identified **campus needs, opportunities, constraints and dependencies**.
- The next phase will translate this work into an actionable **Now–Near–Next roadmap**.



Key Areas of Intervention

- Accessibility and arrival experience
- User experience during events
- Third spaces/informal meeting areas
- Lighting, wayfinding, and landmarks
- Circulation between Buildings A, B, C
- Underutilized space conversions
- Balancing meeting space vs open space
- Conference center flow optimization
- L-shaped configuration challenges
- The Home Depot Backyard strategy
- Outdoor respite spaces and shade
- Water management and flooding
- Façade and entrance improvements
- Parking and rideshare/drop-off rethinking
- Natural light and planting
- International Plaza activation
- Historic and cultural interpretation

Campus Reconfiguration

Building Reconfiguration

Infill Portions of Building C Atrium and Add New Meeting Spaces

Outcome: Maximize GWCC floor area without compromising aesthetic experience

Metrics: utilization rate for new meeting spaces

Cap Existing Central Loading and Increase Usable Building Area

Outcome: Provide additional meeting spaces and amenities, and create new path connections

Metrics: utilization rate for new meeting spaces

Construct New Exhibition Hall, Ballroom, and Parking in Existing Home Depot Backyard

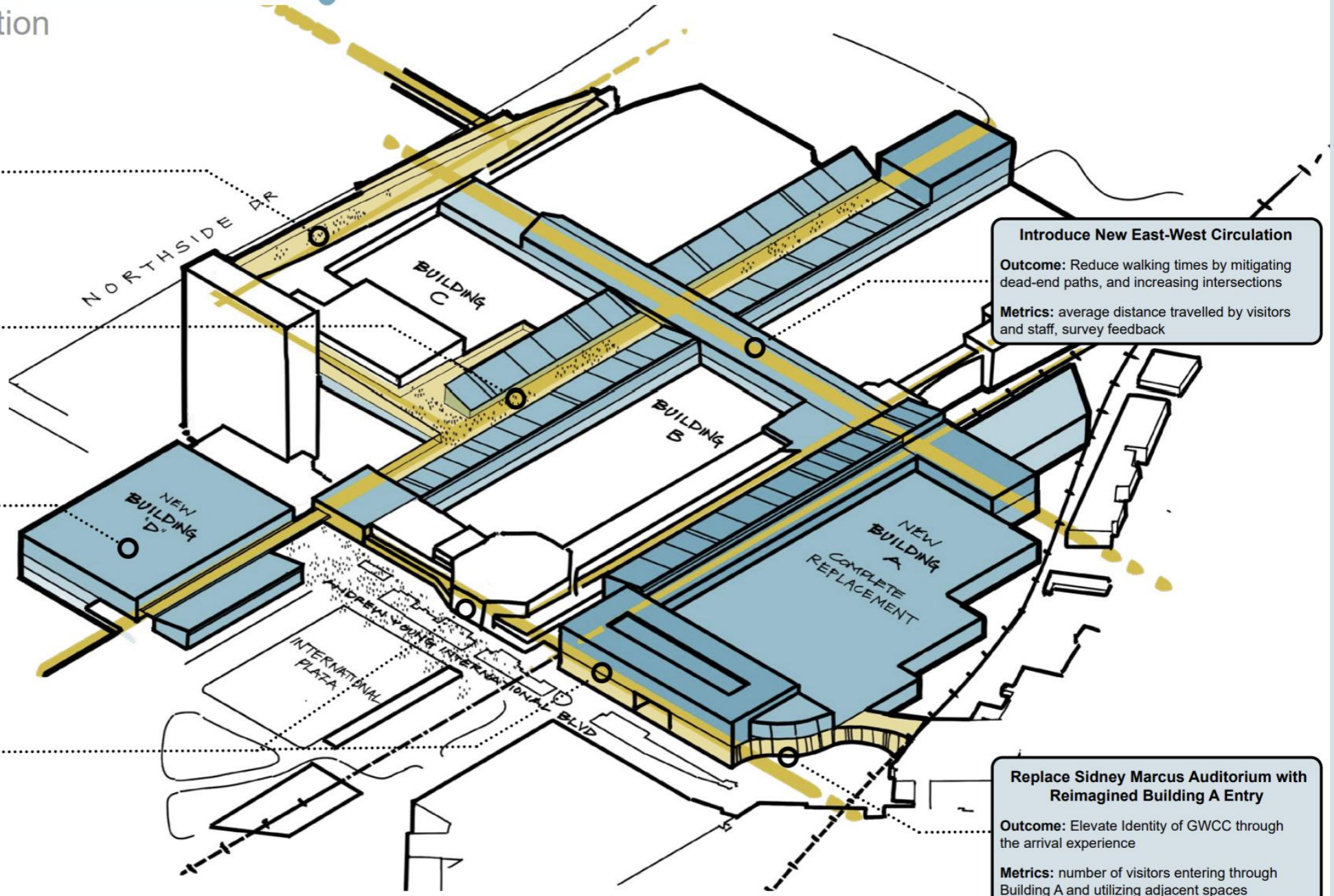
Outcome: Increase revenue through new conference organizers that require specific amenities

Metrics: revenue, addition of new events not previously hosted at GWCC

Redesign Building B Facade and Incorporate New Retail and Amenties

Outcome: Increase activation within open spaces around GWCC for everyday uses and needs

Metrics: amount of foot traffic and revenue during and outside of major events



Introduce New East-West Circulation

Outcome: Reduce walking times by mitigating dead-end paths, and increasing intersections

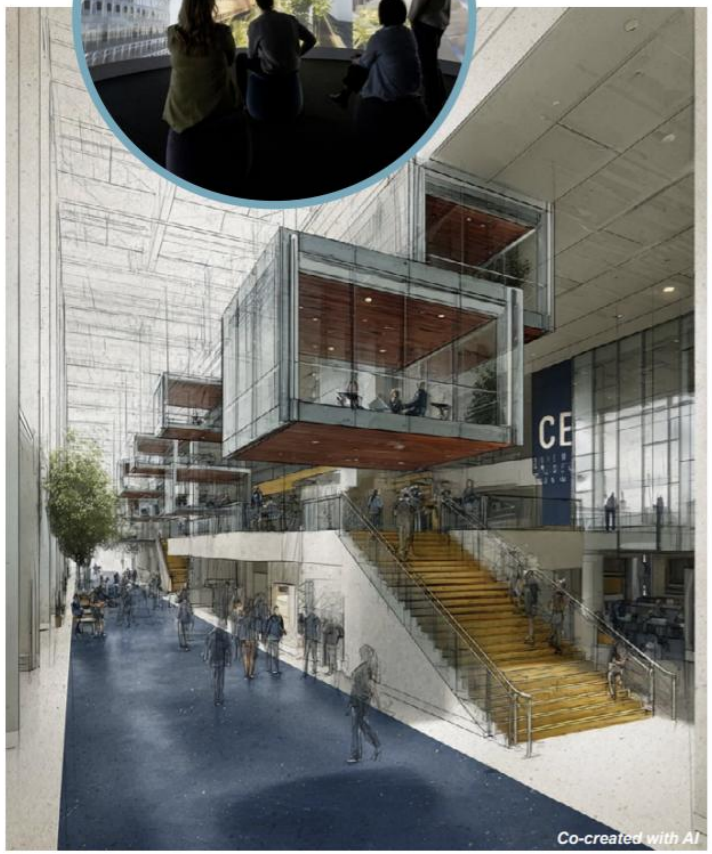
Metrics: average distance travelled by visitors and staff, survey feedback

Replace Sidney Marcus Auditorium with Reimagined Building A Entry

Outcome: Elevate Identity of GWCC through the arrival experience

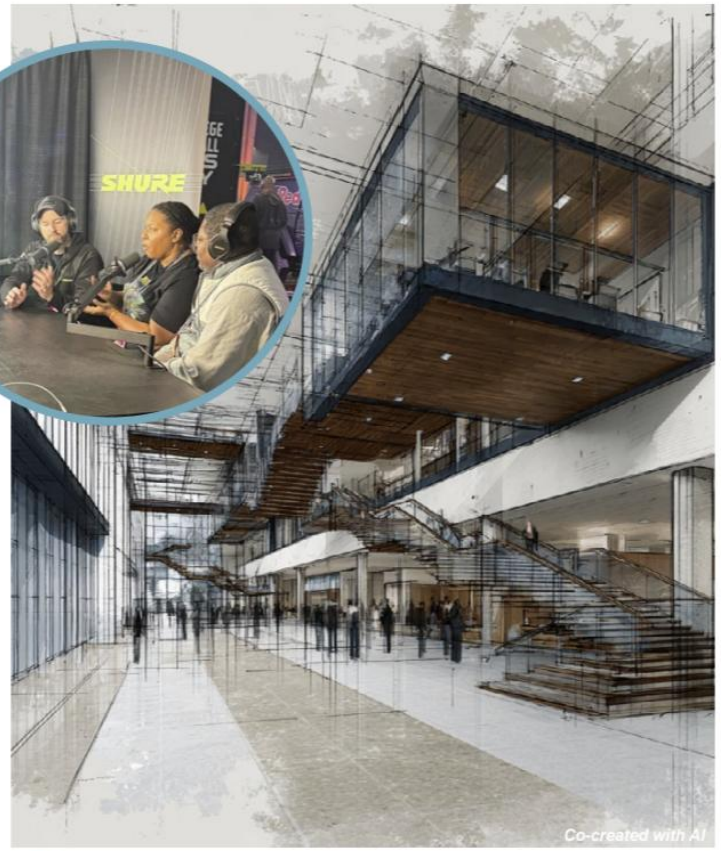
Metrics: number of visitors entering through Building A and utilizing adjacent spaces

Meeting Spaces



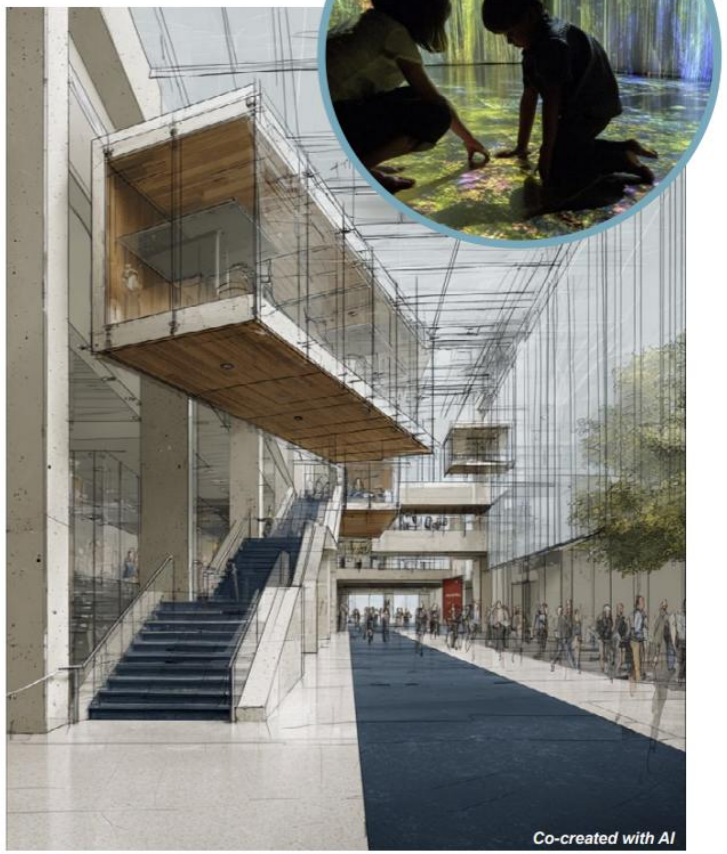
01

- *Studio-grade briefing centers*
- *High-finish boardroom and greenroom*
- *Hybrid and broadcast-ready spaces*



02

- *Super flex "content stages"*
- *Convertible meeting space pre-rigged for broadcast/ virtual production*
- *Bookable in 4-, 8-, or 24-hour blocks*



03

Possible uses: Digital -physical- keynotes, brand film shoots, product drops, esports, and creator summits

Laying the Groundwork

NOW

DEFINE/STUDY

Continue investing in the existing campus while developing a clearer understanding of its needs

NEAR

STUDY/PLAN

Use the five-year capital outlook, infrastructure planning, and HKS work to establish priorities and inform future planning

NEXT

EVALUATE/DECIDE

Consider longer-term opportunities and potential funding approaches only after the needs, implications and alternatives are better understood

Questions?

The Impact of Georgia Tourism

Lindsay Strickland, VP, Government Affairs

Georgia World Congress Center Authority

Panelists

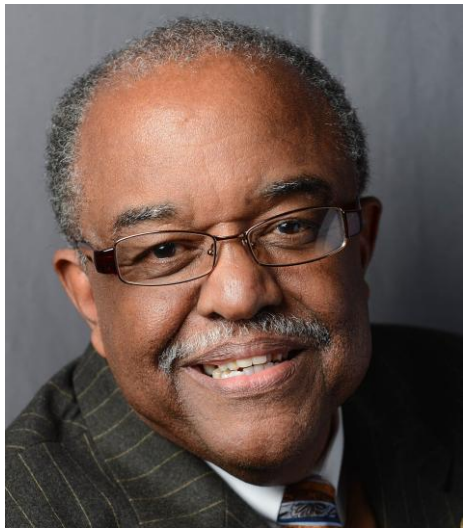
Senator Drew Echols

Representative Chris Erwin

Senator Sonya Halpern

Senator Chuck Hufstetler

Senator Ben Watson



Representative Al Williams

Thank You

Next Meeting
October 27, 2026

Safe Travels Home

Georgia World Congress Center Authority