



2008 Annual Report
and
2009 Business Plan

letters from our leaders



As a lifelong resident of Atlanta, I am excited to begin this year as president and CEO of the Atlanta Convention & Visitors Bureau, joining an industry that plays an integral role in the health of this city.

This year will bring unprecedented challenges in all industries, and hospitality is no exception. Our business will be affected as corporations reevaluate business travel, tourists modify their vacation plans, and conference attendees reevaluate their tradeshow attendance. We will adapt our sales and marketing approach to this new environment.

On the sales side, we'll implement new programs to attract

short term business, boost tradeshow attendance, and seek to attract tradeshow segments. We will create new marketing programs to drive leisure visitation.

Hosting four industry events in 2009 will create a Super Bowl year for Atlanta's hospitality industry. Attendees at Meeting Planners International, the Society of American Travel Writers, Destination Marketing Association International and the International Association of Exhibitions and Events will all experience, first-hand, all there is to see and do in Atlanta. These events will give us an unprecedented opportunity to showcase Atlanta to the decision makers who book tradeshow and corporate travel. Atlanta is steeped in momentum and this year will give us new news to share about our destination. Existing hotels are completing major renovations and five new boutique hotels are opening their doors. They will be joined by the 45 new restaurants that opened last year. And there are still more attractions and development due to open in the coming years.

The hospitality industry is the gasoline that drives Atlanta's economic engine. We continue to move forward as we introduce an ever-growing city to our customers and book business for the future. I look forward to harnessing the power of partnership as we work together to make Atlanta a top destination for business and leisure travel.

William Pate
President and CEO

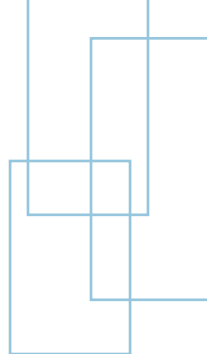


As I enter my second year as Chairman of the Board, the Atlanta Convention & Visitors Bureau (ACVB) welcomes its first change of leadership in 17 years as William Pate guides the Bureau as president and CEO. He brings experience in Atlanta's corporate, sports, cultural and civic communities that will help propel the ACVB and its membership into the future.

ACVB plays a vital role in our community. Each year, Atlanta's 37 million visitors help generate \$11.4 billion in economic impact for our local economy and sustain 230,000 jobs for metro residents.

The success of Atlanta's hospitality industry is a reflection of the health of our city's economy. The convention business that ACVB secures will provide an economic insurance policy for Atlanta. In a year of economic uncertainty, we are faced with new opportunities. Please join the efforts of ACVB as we maintain the health of the hospitality industry and elevate Atlanta's appeal to visitors, meetings planners, business travelers and conventioners.

Steve Smith
Chairman of the Board, 2008-2010



2009 FINANCIAL PLAN

The revenue in the **Financial Plan for 2009** is decreasing 3.2% over our forecast for the year ending 12/31/2008. For 2009, City of Atlanta hotel tax collections are projected to another decrease 2.6% over 2008's current year-end forecast. Private sector revenues for 2009 are projected to decrease only by 1.3 percent over 2008 year-end forecast.

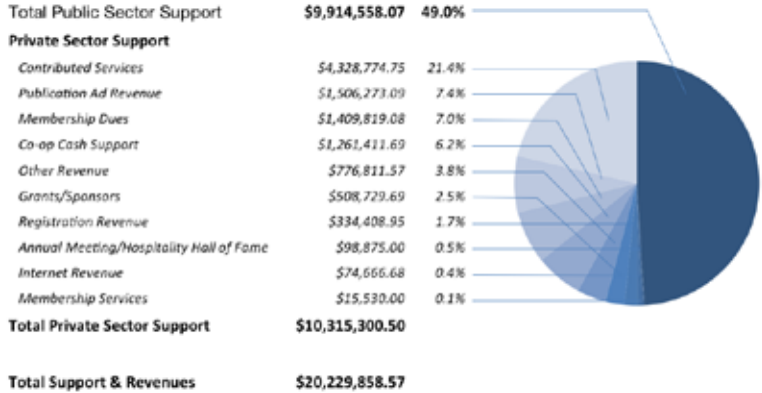
Payroll and related expenses are projected to decrease 5.5% during 2009 over 2008's forecast. This is due primarily to existing attrition, a 60-day wait period in 2009 on filling any vacancies and some benefit reductions/adjustments. All salaries are currently frozen through 2009 for this plan.

- Operating expenses are decreasing 9%.
- Direct promotional expenses are increasing 2.0%.
- Capital expenses are increasing 1.3% primarily due to depreciation expense.



The Georgia World Congress Center, the nation's fourth largest convention center, received several energy efficient upgrades, including a new roof and ceiling, fabric wall panels, safety glass and new escalators.

2008 ACTUAL REVENUE



2008 ACTUAL EXPENSES



The highlight of the World of Coca-Cola is a contemporary tasting lounge featuring 70 beverages available at tasting stations arranged by continent.

2009 BUSINESS PLAN

Steps in Planning Process

Highlights of the 2009 Business Planning process include:

- Initial submission of departmental initiatives planned for 2009 to senior executives.
- ACVB Member Survey of 2009 Planning, to obtain member guidance to be used in building business and financial plan.
- Customer Advisory Board meeting key themes from summer 2008 meeting, to be used in building business and financial plan.
- Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis of ACVB, completed by 95% of ACVB employees, to be used in building business and financial plan.

- ACVB Leadership Team off-site retreat held in mid-September 2008 to arrive at most important initiatives to focus on for 2009 business and financial plan.
- Financial/budgeting meetings held in October 2008, to support and align with submitted departmental and bureau business plan initiatives.
- Early November 2008: 2009 ACVB Business and Financial Plan submission to ACVB Finance Committee for approval.
- Mid November 2008: 2009 ACVB Business and Financial Plan submission to ACVB Executive Committee for approval.
- Early December 2008: 2009 ACVB Business and Financial Plan voting at ACVB Board meeting.



The Georgia Aquarium announced a \$110 million dolphin exhibit expansion that is scheduled to be completed late 2010. The exhibit will include dolphin encounters, viewing windows and dolphin shows.

2009 BUSINESS PLAN (2)

Keys to Success

- Expand and optimize our sales efforts
- Articulate Atlanta's position as a tourist destination
- Identify and cultivate revenue opportunities
- Be the easiest city with which to do business

Expand and Optimize our Sales Efforts

- Secure \$250,000,000 in future economic impact by hosting 1,200 meeting planners with Meeting Professionals International in February and 1,200 trade show executives with IAEE in December
- Gain additional sales productivity by redeploying current staff and small meetings web model
- Launch national group meeting co-op campaign

- Host 900 executives with Destination Marketing Association International in July
- 2nd Washington Sales Position
- Host the top 60 Chinese travel companies with Active America in April
- Utilize web strategies to build attendance at 2009 conventions

Articulate Atlanta's Position as a Tourist Destination

- Establish atlanta.net as pre-eminent source of content for visitors, residents, meeting planners and businesses across key categories impacting the hospitality industry
- Host Society of American Travel Writers in April
- Generate publicity of Atlanta as a leisure destination through stories written by over 100 attendees
- Maximize continued growth of CityPass sales which will exceed 50,000 for 2008



The Atlanta Marriott Marquis completed a \$138 million renovation, adding 40,000 square feet of meeting space, seven new restaurants and bars, a spa, fitness center and updated technology.



The W Hotel opened locations in Midtown and Buckhead which added a combined 700 rooms to Atlanta's repertoire.

2009 BUSINESS PLAN (3)

Identify and Cultivate Revenue Opportunities

- Leverage the demand for atlanta.net content to provide industry-leading advertiser performance
- Research and build necessary infrastructure for both atlanta.net's online and offline transactional potential to be maximized
- Expand engagement of corporate community in support of ACVB
- Ramp-up focus on securing additional dedicated funding sources

Be the Easiest City with Which to do Business

- Launch E.A.S.Y (Experience Atlanta Services Yet?), new Atlanta services site
- Provide consumer hotel booking option which gives consumer access directly into the hotel brand corporate booking engines (no third party)
- Enhance online lead response program
- Host Exhibitor and Media FAMs for future trade shows
- Implement visitor center surveys to further gauge the visitor experience and incorporate into additional ACVB data
- Enhance development of micro-sites for conventions to build attendance.



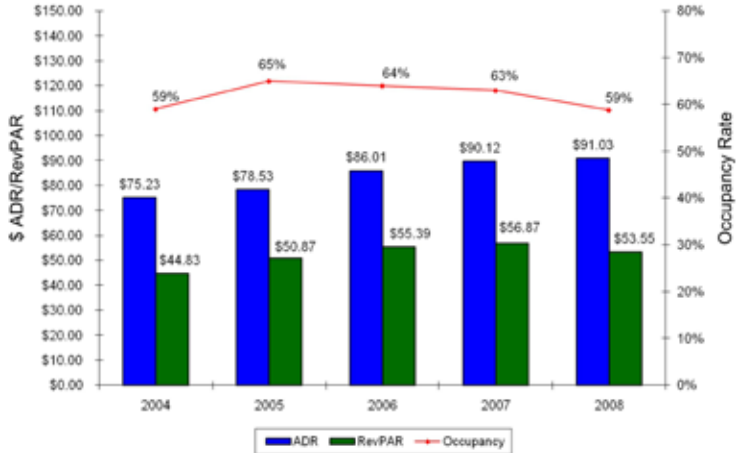
ACVB hosted seven journalists from various media outlets in September for a Girlfriend Getaway Media FAM. The writers stayed at The Ellis Hotel, enjoyed spa treatment at Nani Salon & Spa and dined at Atlanta's best spots for meeting girlfriends for a bite to eat and a glass of wine.



Following the growing trend of nationally-recognized Southern cuisine in Atlanta, ACVB hosted five culinary writers to experience Atlanta dining at its finest. Publications represented on the FAM included Redbook, Gayot, Toronto Star and Vancouver Sun.

YEAR IN REVIEW

2008's Economical Challenges Translated into Lower Occupancy and RevPAR in Metro Atlanta.



Occupancy and RevPAR



Atlanta's first ever WNBA team, the Atlanta Dream, made its inaugural appearance at Philips Arena to a sold-out crowd of more than 10,000 people May 23, 2008.



The High Museum of Art debuted "The First Emperor: China's Terracotta Army," which opened in November and went on to attract more than 400,000 visitors.

COMPANY GOALS

	2009 Goal		
<u>Sales Division</u>		<u>Tourism</u>	
Room Nights	2,014,000	Leads	2,995
Leads	2,600	Trade Shows/Sales Missions (replaced booking goal)	26
<u>Marketing Division</u>		FAMS	30
Unique Visits-web	6,000,000	<u>Membership</u>	
Registered Users-web	20,000	Total Revenue	\$1,450,52
Cooperative Funding	\$3,250,000		
<u>Public Relations</u>			
Media Assists	5,000		
Media Visits	150		
Broadcast	300		



Highlighting Atlanta's new and future developments, ACVB presented Update Atlanta to 486 meeting planners in eight cities. In Atlanta, nearly 80 meeting planners experienced one of the great exhibitions of the world at an Update truly fit for kings.

2009 CONSOLIDATED FORECAST

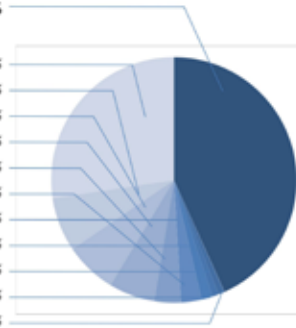
Total Public Sector Support **\$8,822,263.00** **43.2%**

Private Sector Support

<i>Contributed Services</i>	\$5,593,655.40	27.4%
<i>Publication Ad Revenue</i>	\$1,450,000.00	7.1%
<i>Membership Dues</i>	\$1,400,000.00	6.9%
<i>Co-op Cash Support</i>	\$1,241,036.67	6.1%
<i>Grants/Sponsors</i>	\$716,400.53	3.5%
<i>Foundation Fundraisers</i>	\$550,427.70	2.7%
<i>Other Revenue</i>	\$298,917.56	1.5%
<i>Annual Meeting/Hospitality Hall of Fame</i>	\$170,000.00	0.8%
<i>Internet Revenue</i>	\$152,961.36	0.7%
<i>Membership Services</i>	\$18,825.80	0.1%
<i>Registration Revenue</i>	\$6,382.00	0.0%

Total Private Sector Support **\$11,598,607.02**

Total Support & Revenues **\$20,420,870.02**



Direct Promotional Expense

\$10,793,650.28 **53.1%**

Payroll & Related Expense

\$6,754,740.00 **33.2%**

Capital Expense

\$1,599,000.07 **7.9%**

Other Operating Expense

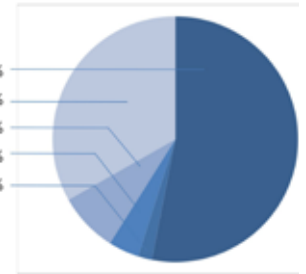
\$821,972.63 **4.0%**

Fundraising Expense

\$376,195.00 **1.8%**

Total Expenses

\$20,345,557.98



More than 2,300 members were hosted at Connect events, Member Orientations and Industry Briefings.



Stone Mountain celebrated its 50th year of outdoor entertainment by adding Sky Hike, a new attraction that gives visitors the opportunity to trek through the treetops by mastering wooden bridges, balancing on a single rope suspended in the air and climbing to the top of vertical net bridges.

2008 board of directors

Vice Chair, Advisory Committee

Michael Robison, Lanier Parking Holdings, Inc.*

Chairman, Board of Directors & Executive Committee

Steve Smith, Turner Broadcasting System, Inc.*

President

Spurgeon Richardson, ACVB*

Vice Chair, Membership Committee

Myrna Antar, Novare Events*

Vice Chair, Marketing Committee

Robert Coggin, Alpine Marketing Consultants*

Vice Chair, Diversity Marketing Committee

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Vice Chair

Joe Hindsley, Hyatt Regency Atlanta*

Vice Chair, Convention Committee

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Secretary

Ben Shanley, Coca-Cola North America

Vice Chair, Cultural Tourism & Heritage Marketing

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Debbie Arett, Avis Rent-A-Car

Hugh Austin, Georgia International Convention Center

Ed Baker, Atlanta Business Chronicle*

Joseph Bankoff, Woodruff Arts Center

Leona Barr-Davenport, Atlanta Business League

Ken Bernhardt, Georgia State University*

David Borchelt, General Motors Corporation

Edward Bowen, E.W. Bowen and Company

Karen Bremer, City Grill

Joyce Calandra, Cobb County Convention & Visitors Bureau

Debby Cannon, Georgia State University - Cecil B. Day
School of Hospitality

William "Chick" Ciccaglione, Underground Atlanta

Ed Clark, Atlanta Motor Speedway

Jim Cox, Presenting Atlanta, Inc.*

Tony Conway, A Legendary Event

Peter Curnyn, AIG Investments

H. Mike Dangerfield, Carey Executive Limousine

Bobby Donlan, Donlan & Greenbaum's New York Prime
Restaurant

Curly Dossman, Georgia Pacific Foundation

Brooke Edmond, Jackmont Hospitality, Inc.

Mary Eitel, MKE Communications, Inc.

Julia Emmons, Emmons Bermin & Minkin, LLC

Daryl Evans, AT&T*

Tammi Fabbrini, Bank of America

J. Kevin Fletcher, Georgia Power Company*

Gary Froeba, Omni Hotel at CNN Center*

Charles Gatlin, Georgia Department of Economic Development

John Grant, Jr., 100 Black Men of Atlanta, Inc.

Daniel Graveline, Georgia World Congress Center Authority*

Kay Hamner, KTH Enterprises

Greg Hawkins, Arby's Restaurant Group

Jeff Hawkins, Park 'N Fly

Susan Henderson, CMP, DMCP, Atlanta Arrangements, Inc.

DeWayne Herbert, Simon Property Group, Lenox Square &
Phipps Plaza

Robert Hope, Hope - Beckham, Inc.

Stephanie Hughley, National Black Arts Festival*

Niko Karatassos, Buckhead Life Restaurant Group

Dennis Kelly, Zoo Atlanta

Robert Kennedy, Hartsfield-Jackson Atlanta International Airport

David Kenney, Kenney Hotel Group

2008 board of directors

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Patrick LaFramboise, International Woodworking Fair

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Tim Lindgren, Hyatt Regency Atlanta

Lee Macenczak, Delta Air Lines, Inc.*

Sam Massell, Buckhead Coalition, Inc.

Mary Pat Matheson, Atlanta Botanical Garden, Inc.

Jeff McLaughlin, Renaissance Hotel, Downtown Atlanta

John Metz, Jr., Sterling Silver Catering Company

Peter Moraitakis, United Distributors, Inc.*

Ronen Nissenbaum, InterContinental Buckhead, Atlanta

Phil Noyes, Proof of the Pudding by MGR, Inc.

Nancy Oswald, Ruth's Chris Steak House

William Pate, Career Sports & Entertainment

Mark Pettit, Creaxion

Jeff Portman, AmericasMart, Inc.*

Chuck Powell, Embassy Suites Hotel Atlanta - Centennial Olympic Park

Greg Pridgeon, City of Atlanta*

Erica Qualls, Atlanta Marriott Marquis*

Gerald Rakestraw, Stone Mountain Park

Debbie Reetz, Atlanta Journal-Constitution

Kris Reinhard, Fifth Group Restaurants

A.J. Robinson, Central Atlanta Progress

Derek Schiller, Atlanta Braves*

Alexis Scott, Atlanta Daily World*

Beverly A. Scott, Ph.D. MARTA

Michael Shapiro, High Museum of Art

Gregory Smith, Federal Express Corporation

Jack Smith, AirTran Airways

Jim Smith, Atlanta Falcons Football Club

Jean Spaulding, Noble Investment Group, LLC*

Jim Sprouse, Georgia Hotel & Lodging Association

Shelton Stanfill, SgS Ltd.

Gary Stokan, Chick-fill-A Bowl & Atlanta Sports Council

Mark Stovall, Wachovia Bank of Georgia

Jeffery Swanagan, Georgia Aquarium, Inc.*

Michele Swann, Cobb Galleria Centre

Guy Thomson, Proof of the Pudding, Inc.

Armand Vari, Jacoby Development, Inc.

Allan Vella, The Fox Theatre

Edward Walls, The Westin Peachtree Plaza*

Anderson Walston, Freeman

John Weit, Atlanta Airport Marriott

Bob Williams, Philips Arena

Sam Williams, Metro Atlanta Chamber of Commerce

Ronald Wolf, Georgia Restaurant Association

R. Mark Woodworth, PKF Consulting

Ex-Officio

Lisa Borders, Atlanta City Council

Ben DeCosta, Hartsfield-Jackson Atlanta International Airport

Ron Fennel, GA Capitol Associates

Shirley Franklin, City of Atlanta

Malachi Hull, Bureau of Taxicabs & Vehicles for Hire

Richard Pennington, Atlanta Police Department

Thomas Rhodes, Smith, Gambrell & Russell

Former Lieutenant Governor Mark Taylor, State of Georgia

Advisory Council

Tom Cordy

Gene Dyson, Volunteers of America

Alf Nucifora, Nucifora Consulting Group

Steve Nygren, Serenbe Bed & Breakfast

E. Earl Patton, The Earl Patton Company

Ted Renner

Richard M. Stormont, The Stormont Companies

Roy Young, Benchmark Management - Naples Bay Resort

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Executive Committee

Ed Baker *2008, Atlanta Business Chronicle

Ken Bernhardt *2010, Georgia State University

Jim Cox *2008, Presenting Atlanta, Inc.

Daryl Evans *2009, AT&T

Kevin Fletcher *2008, Georgia Power Company

Gary Froeba *2009, Omni Hotel at CNN Center

Daniel Graveline *2008, Georgia World Congress Center Authority

Stephanie Hughley *2010, National Black Arts Festival

Peter Moraitakis *2008, United Distributors, Inc.

Nancy Oswald, Ruth's Chris Steak House

Jeff Portman *2008, AmericasMart, Inc.

Greg Pridgeon *2008, City of Atlanta

Erica Qualls *2009, Atlanta Marriott Marquis

Derek Schiller *2009, Atlanta Braves

Alexis Scott *2009, Atlanta Daily World

Jean Spaulding *2008, Noble Investment Group

Edward Walls *2010, Westin Peachtree Plaza, The

Bob Amick *2009, Concentrics Restaurant Group

Debbie Arett *2010, Avis Rent-A-Car

Hugh Austin *2009, Georgia International Convention Center

Joseph Bankoff *2010, Woodruff Arts Center

Leona Barr-Davenport *2009, Atlanta Business League

Micah Beatty, Atlanta Journal-Constitution

Edward Bowen *2010, E.W. Bowen and Company

Karen Bremer *2008, City Grill

Joyce Calandra *2009, Cobb County Convention & Visitors Bureau

Debby Cannon *2010, Georgia State University- Cecil B. Day School of Hospitality

William Ciccaglione *2009, Underground Atlanta

Ed Clark *2008, Atlanta Motor Speedway

Tony Conway, CMP *2010, A Legendary Event Design & Catering

Peter Curnyn *2010, AIG Investments

Mike Dangerfield *2008, Carey Executive Limousine

Bobby Donlan, Donlan & Greenbaum's New York Prime Restaurant

Jennifer Dorian *2011, Turner Broadcasting System, Inc.

Curly Dossman *2010, Georgia Pacific Foundation

Brooke Edmond *2009, Jackmont Hospitality, Inc.

Mary Eitel *2010, MKE Communications, Inc.

Julia Emmons *2010, Emmons Bermin & Minkin, LLC

Charles Gatlin *2010, Georgia Department of Economic Development

Sharon Goldmacher *2011, Communications 21

Alex Gonzalez *2011, Equifax

John Grant, Jr. *2009, 100 Black Men of Atlanta, Inc.

Kay Hamner, KTH Enterprises

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Niles Harris, Sheraton Atlanta Downtown

Greg Hawkins *2008, Arby's Restaurant Group

Jeff Hawkins *2010, Park 'N Fly Headquarters

DeWayne Herber *2010, Simon Property Group,
Lenox Square & Phipps Plaza

Jo Ann Herold *2011, HoneyBaked Ham Company

Robert Hope *2010, Hope - Beckham, Inc.

Niko Karatassos *2010, Buckhead Life Restaurant Group

Dennis Kelly *2009, Zoo Atlanta

David Kenney *2010, Kenney Hotel Group

Patrick LaFramboise *2009, International Woodworking Fair

John Leake *2008, U.S. Foodservice

Tad Leithead *2009, Cousins Properties, Inc.

Michele Lend *2008, Atlanta Arrangements by TourGals

Richard Maples *2011, Shepard Convention Services, Inc.

Sam Massell *2010, Buckhead Coalition, Inc.

Mary Pat Matheson *2010, Atlanta Botanical Garden, Inc.

George McKerrow, Jr. *2011, Ted's Montana Grill

Necole Merritt *2011, Cox Communications

John Metz *2008, Sterling Spoon Management Services

Ronen Nissenbaum *2010, InterContinental Buckhead Atlanta

Phil Noyes *2009, Proof of The Pudding by MGR, Inc.

Jeff Pearse *2010, Hartsfield-Jackson Atlanta
International Airport

Mark Pettit *2010, Creaxion

Chuck Powell *2008, Embassy Suites Hotel Atlanta -
Centennial Olympic Park

Gerald Rakestraw *2010, Stone Mountain Park

Kris Reinhard *2010, King Plow Event Gallery,
Bold American Catering

Steve Rice *2011, Ogilvy PR

Stephen Riddell *2011, Troutman Sanders, LLP

A.J. Robinson *2008, Central Atlanta Progress

Beverly Scott *2010, MARTA

Michael Shapiro *2010, High Museum of Art

Jack Smith *2008, AirTran Airways

Jim Sprouse *2010, Georgia Hotel & Lodging Association

Gary Stokan *2010, Chick-fil-A Bowl & Atlanta Sports Council

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