



JAVITS
CENTER®

ANNUAL REPORT

FISCAL YEAR 2016—2017

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LETTER FROM THE GOVERNOR

The Javits Center will never be the same. This past year, we broke ground on a major expansion project to ensure the busiest convention center in the United States gets even busier. Less than 12 months after we unveiled our ambitious plans to maximize the Javits Center's potential, the first phase of the project was well underway—proving, once again, that government can get things done. Following a rigorous selection process, a design-build team has been chosen, and major construction will begin this year. With new spaces and capabilities, New York's largest convention center will become one of the country's premier venues, attracting top-tier events that provide critical economic support to our hotel, restaurants and tourism industries and create thousands of new jobs across the region.

This exciting project comes as the Javits Center has re-invested millions of its own dollars in its infrastructure, including major upgrades to its technology and security systems, to provide an enhanced level of customer service and better compete with other venues nationwide. With the appointment of new leadership and the implementation of new customer-focused policies, operations at the Javits Center have never been more efficient and integrated with the goals of the business community. As a result, major events are breaking attendance records, and more event producers are looking forward to exploring the possibilities of an expanded facility in the near future.

And, as it expands, the Javits Center is seeking to become a better neighbor—a key component of New York State's \$100 billion infrastructure plan. Under the expansion project, 20,000 trucks that deliver exhibit materials to the convention center each year will be relocated off local streets and housed in a new marshaling facility constructed on site. This will significantly

THE JAVITS CENTER WILL NEVER BE THE SAME.

ease traffic congestion, improve pedestrian safety and reduce noise and carbon pollution—greatly benefiting the West Side community as it welcomes a wave of new residents and businesses as part of the Hudson Yards development. The ability to spur economic activity and job creation while improving the community's quality of life is what makes this project a win-win for all New Yorkers.

In 1986, my father, Mario Cuomo, served as Governor when the doors to the Javits Center first opened—with the plan to revitalize the local economy. It is an honor to continue his work and the work of his predecessor Governor Hugh Carey, who launched the building's construction, and ensure that this New York icon reaches the true potential these great leaders imagined.

Andrew M. Cuomo

LETTER FROM THE CEO

The Javits Center is more than just a convention center. This self-sustaining New York icon has become a wildlife sanctuary, a community partner and a nationwide nexus where the latest ideas in business and pop culture converge under one very green roof.

With a significant investment in our infrastructure, we have quickly become a leader in sustainability, security and technology, setting a new standard for convention centers throughout the country. In the past year alone, we have added some of the largest flood gates in the nation to protect the facility against natural disasters, installed hundreds of state-of-the-art security cameras throughout our halls and launched the development of a digital workforce management program to increase operational efficiency across our administrative and labor divisions.

However, the most important development this past year has just begun. Thanks to the support of Governor Cuomo, Empire State Development and the New York Convention Center Development Corporation, we broke ground on a historic expansion project that will serve as a game changer for the Javits Center. The expansion will allow us to host an even wider variety of events and improve the neighborhood quality of life while also boosting revenue and economic activity across the Empire State. With the creation of 500,000 square feet of contiguous exhibition space, as well as more meeting room space, a massive ballroom and a rooftop terrace, the expanded building is certain to attract new generations of visitors to Manhattan's West Side.

And as the West Side evolves into a vibrant residential neighborhood, we must evolve as well. Since our doors opened, the Javits Center has generated an estimated \$26 billion in economic activity, but our mission is no

longer confined to supporting New York's economy. We must support its environment as well—that means implementing meaningful change, large and small, that enhances the quality of life for all—including area wildlife. Today, we provide public tours with lessons on the impact of sustainability and the events industry, and our staff plays an active role in cultivating the birds, bats and bees that call our green roof home.

**WE HAVE QUICKLY
BECOME A LEADER IN
SUSTAINABILITY, SECURITY
AND TECHNOLOGY,
SETTING A NEW STANDARD
FOR CONVENTION
CENTERS THROUGHOUT
THE COUNTRY.**

We installed flower beds and trees to beautify our main entrances on 11th Avenue and issued our first-ever Sustainability Report to record our progress so far. We also have partnered with customers and stakeholders to identify the best ways to reduce our impact on the public.

More than 30 years ago, the Javits Center was built by New York for New York. Today, we are fulfilling that mission in more ways than ever before.



President and CEO,
Alan E. Steel





**OPERATIONS
AT THE JAVITS
CENTER
HAVE NEVER
BEEN MORE
EFFICIENT.**

BY THE NUMBERS

850+

**NEW SECURITY CAMERAS
INSTALLED**

344,662

**STARBUCKS CUPS SOLD
IN FY 2017**

6,000

**NEW JOBS TO BE CREATED
WITH EXPANSION**

173

EVENTS IN 2016

40%

**INCREASE IN LOST ITEMS
RETURNED**

13,500

**HOT DOGS SOLD AT NEW
YORK AUTO SHOW**

6

**NEW BIRD SPECIES
OBSERVED ON THE
GREEN ROOF**

1.9

**BILLION DOLLARS IN
ECONOMIC ACTIVITY
GENERATED**

38,000

**EXHIBITING COMPANIES
HOSTED**



RENAISSANCE:

|ren·uh·sahns|

noun, often attributive a renewal of life, vigor, interest, etc.



BUILDING ON SUCCESS

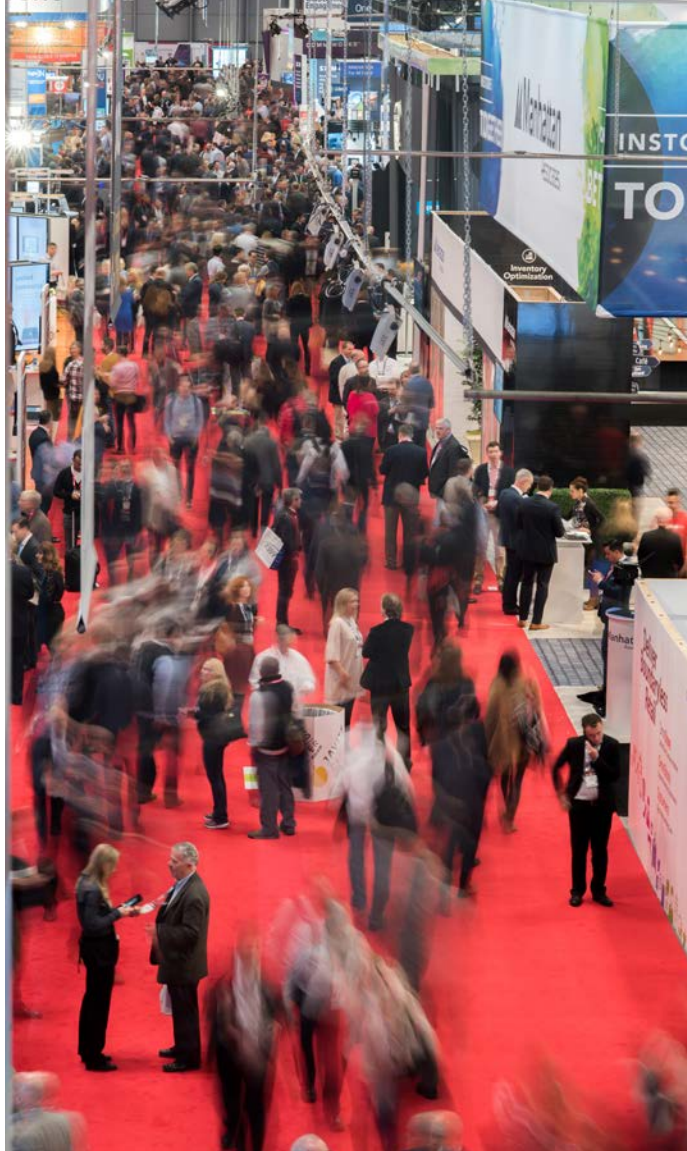
There has never been a more critical period in the history of the Javits Center than today. As the Javits Center celebrated its 30th anniversary in 2016, a historic expansion project began under the leadership of Governor Cuomo, while new, high-profile events attracted new audiences to the iconic convention center on Manhattan's West Side. Detailed construction plans for an expanded venue are being developed as significant investments in the building's infrastructure have led to a stronger, safer and more sustainable facility than ever before. Outreach to community leaders and stakeholders is increasing as growing interest in our operations reflects the Javits Center's impact on the New York City and New York State economy. As a self-sustaining organization operated by the New York Convention Center Operating Corporation (NYCCOC), the Javits Center is considered one of New York's greatest economic assets, and we proved it again this past year.

Our events generated \$1.9 billion in economic activity in Calendar Year 2016, demonstrating the power of the events industry's support of New York's most important businesses, including the hotel, restaurant, tourism

and transportation communities. And that remarkable activity stems from the dedication of an elite and experienced workforce of carpenters, cleaners, electricians, engineers, painters, plumbers, teamsters and



administrative staffers who coordinate and construct thousands of exhibits throughout the year. Their work serves as the backbone of the convention center, and their commitment will ensure the success of the expanded facility during the construction period and upon completion.



Building upon the success of the 2009-2014 renovation, the Javits Center has continued to reinvest in the building, as well as its workforce, and as a result, a major cultural shift has occurred throughout the organization. Now more than ever, the physical building and the performance of our employees are being examined and enhanced through new capital programs, training initiatives and recruitment efforts. This new direction has encouraged customer confidence, boosted staff morale and improved the organization's overall economic outlook. For example, a new focus on construction safety on the show floor has driven down work-related injuries by 39%, and recent security enhancements have increased the return of lost items by 40%. Capital improvements, large and small, also have created a more inviting atmosphere for customers, including a new coat check area, while Taste NY Bistro and a modernized office space for full-time staff has led to increased pride and productivity.

This past year marked a new era for the Javits Center, one in which a building—once thought to be outdated and ineffective—regained a second life as it re-introduced itself to New York's business, political and community leaders through an exciting expansion and a series of substantial improvements. With so much recent progress and a dynamic future ahead, the best is yet to come for New York's largest convention center.



THE JAVITS CENTER IS CONSIDERED ONE OF NEW YORK'S GREATEST ECONOMIC ASSETS, AND WE PROVED IT AGAIN THIS PAST YEAR.





GROUNDBREAKING:

|ground·brey·king|

noun, originating or pioneering
a new endeavor



BREAKING GROUND

As Manhattan's West Side transforms at a rapid pace, the Javits Center has embarked on a major expansion project that will propel the convention center into the top tier of event venues nationwide. Less than a year after Governor Cuomo unveiled plans for an expansion in 2016, contractors broke ground on the project's first phase, preparing the site for the construction of a total of 1.2 million square feet of new space at New York's largest convention center.

In March 2017, an official ground-breaking ceremony was held as Javits Center employees, customers, elected officials and stakeholders gathered to celebrate the beginning of a new era for the events industry in the Empire State. In four short years, the historic expansion will bring more exhibition and meeting room space, a state-of-the-art ballroom, an on-site truck garage and a rooftop terrace overlooking the Hudson River—opening the door for new business opportunities, new types of events and new generations to explore the great halls on 11th Avenue. An expanded Javits Center will kickstart the local economy, pumping in nearly \$400 million in new annual economic activity and creating thousands of new jobs—thanks to more events coming to New York as a result.

Located at the north end of the campus, the first phase of the project includes the construction of a three-story building containing transformers, back-up generators and other electrical equipment needed to power the expanded convention center. The exhibition hall, known as Javits North, will be decommissioned in order to ready the site for the expansion.

AN EXPANDED JAVITS CENTER WILL KICKSTART THE LOCAL ECONOMY.



Following a rigorous selection process led by the New York Convention Center Development Corporation (NYCCDC), the New York State entity that owns the property on which the Javits Center stands, a selection committee comprised of industry and government leaders chose the consortium of Lendlease Turner as the design-build team, with TVS as the design firm for the expansion—one of the largest public construction projects in New York. In addition, Tishman Construction and Lehrer LLC, both chosen through a Request for Proposals, will assist NYCCDC in managing the project.

Under this project proposal, the expansion will help attract large-scale, high-impact trade shows and conventions, while enhancing the quality of life for Manhattan's communities. In addition, the construction of an on-site truck marshaling, loading and storage facility will reroute 20,000 event-related trucks off

public streets each year, improving neighborhood traffic flow and pedestrian safety. As a result, the move-in and move-out process for events will be reduced by 30%, leading to an additional 20 days for new events and additional economic activity.

Specifically, the expansion is projected to:

**CREATE
4,000 FULL-
TIME JOBS,**

2,000 part-time jobs and
3,100 construction jobs

**GENERATE
\$393
MILLION**

in new economic
activity a year

**GENERATE
200,000**

additional hotel room
nights a year



THE PROJECT INCLUDES THE FOLLOWING MAJOR COMPONENTS:

AN ON-SITE TRUCK MARSHALING FACILITY

that can house 200+ trucks that
haul exhibit materials to and from
the Javits Center

GREEN ROOF TERRACE AND PAVILION

accommodating 1,500 people for
outdoor events

27 NEW LOADING DOCKS

NEW KITCHEN AND FOOD SERVICE AREAS

BACK-OF- HOUSE AND ADMINISTRATIVE SPACE

LEED SILVER CERTIFICATION

90,000 SQURE FEET

of permanent exhibit space, to be
combined with the existing exhibit
space, creating an approximately
500,000-square-foot exhibition hall

100,000 SQURE FEET

of state-of-the-art meeting room
space, including the largest ballroom
in the New York region



LAUNCHPAD:

|lônCH·pad|

noun, something that serves to launch or initiate

HOSTING THE WORLD

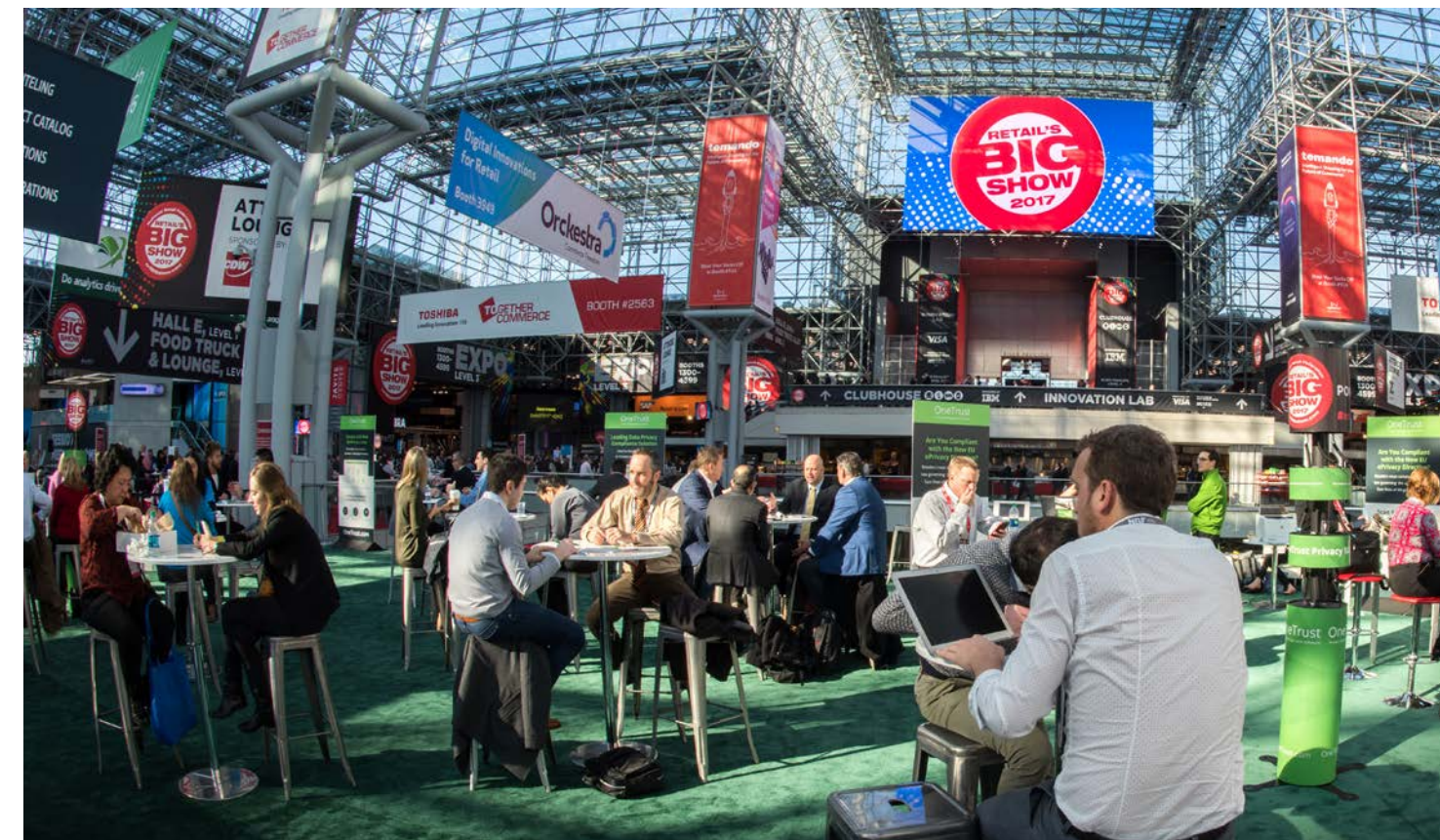
The Javits Center is being reimagined. Following a recent renovation, the installment of a new leadership team and a series of customer-friendly policies, the Javits Center has quickly become an international hub of commerce and culture like never before. Just in the past year, the convention center has played host to some of the most high-profile events in the country—with the biggest stars in politics, business and Hollywood in attendance. From Hillary Clinton's Election Night event to the Robin Hood Foundation's blockbuster fundraiser, the glass-enclosed building on 11th Avenue has become the first choice for many event producers looking to create a unique, unforgettable experience in the greatest city in the world.

FLEXIBLE SPACES AND A ONE-OF-A-KIND FAÇADE ARE ONLY PART OF THE STORY.

But flexible spaces and a one-of-a-kind façade are only part of the story. Behind the glass, our Sales, Event Solutions and Exhibitor Solutions teams have worked diligently to coordinate these luxury events

while preparing for the upcoming expansion project at the north end of the campus. With an upgraded infrastructure backing up their selling points, our Sales Managers booked 26 new events in Calendar Year 2016, and in the first quarter of 2017, nine new events were booked—compared to three new events during the same period in 2016. From the popular BroadwayCon to fashion shows, these new bookings demonstrate the ever-growing interest in the Javits Center and its versatility as a building and an organization.

To capitalize on the building buzz, we hired industry veteran Susan Richardson as our new Director of Sales and Marketing Solutions. Susan previously held positions at the Enercare Centre in Toronto, the Waldorf Astoria and most recently Interstate Hotels and Resorts as Corporate Task Force Director of Sales and Marketing. We trust her experience will help us continue to market the building to new audiences in the coming years.



Increasing Revenue

With new events—and a growing spotlight on the West Side—our workforce of carpenters, cleaners, electricians, plumbers and teamsters continued to face challenging deadlines in order to construct and deconstruct thousands of exhibits this past year. But thanks to their dedication and commitment, every expectation was met—and exceeded. Their hard work, as well as the work of our administrative staff, helped to boost the corporation's operating revenue above \$200 million in Fiscal Year 2017—the first time in the history of the organization. This milestone represents a 5% increase compared to the previous year and a remarkable 60% percent increase compared to Fiscal Year 2013.

In Fiscal Year 2017, our exhibit labor services represented 48% of our overall revenue, while other departments, such as Security Solutions and Safety Solutions, created new revenue streams to provide enhanced services and maximize our economic potential. Led by Vice President of Security and Safety Solutions Kenneth Dixon, the department began to offer event security services to customers—in addition to protecting the building itself. More than 20 event producers purchased the security services, leading to a significant increase in revenue last year.

With operating expenses topping \$187 million, NYC-COC earned a \$6.7 million surplus after depreciation that is being re-invested into the building. Although NYCCOC is a New York State entity, it receives no state appropriations for its day-to-day operations—the only major convention center in the United States to operate in this way—and therefore, its value to the Empire State economy is critically important.

REVENUE AT THE JAVITS CENTER HAS INCREASED BY A REMARKABLE 60% SINCE FY 2013.

Supporting New York's Economy

The mission of the Javits Center is to host events that support New York's economy, creating new jobs and new business opportunities for millions of New Yorkers. Every exhibit we build, every meal we serve and every event we book helps to strengthen the local economy, specifically New York's hotel, restaurant, tourism and transportation industries. In Calendar Year 2016, NYCCOC operations generated \$1.9 billion in economic activity, in addition to \$928 million in wages paid to our experienced workforce. Events held at the Javits Center in 2016 supported 17,400 jobs—the size of some major global corporations—and that serves as an 18% increase compared to 2013. These jobs demonstrate the tremendous impact of the events industry on the New York region, an impact that will certainly increase once the expansion project is completed.

REVENUE RISING



SECURING THE SHOW FLOOR

Number of HD cameras
INCREASED FROM 150 TO 850+

40% INCREASE
in returned lost items

JOBS, JOBS, JOBS

17,400
jobs supported in Calendar Year 2016

14,800
jobs supported in Calendar Year 2013

36%
increase in labor income from 2016 to 2013





REINVEST:

|rē·in·vest|

verb, to invest income back into a business instead of taking it as profit

UPGRADING THE INFRASTRUCTURE

Operating and maintaining a six-block convention center that hosts millions of visitors in the heart of New York City can present some inherent challenges. However, in recent years, senior management at the Javits Center have implemented a philosophical change regarding the building's infrastructure that has transformed the experience for employees, customers and stakeholders. No longer do employees believe they can just maintain the physical structure; instead, they are being encouraged to find new ways to improve the structure, refine its elements and rediscover how people can use our spaces. Reinvesting in the building's infrastructure builds upon the improvements implemented during the \$463-million renovation that ended in 2014 and represents a major ideological shift from the priorities of past administrations.

This new focus on infrastructure has led to major enhancements throughout the facility, including a state-of-the-art lobby entrance for all employees, vendors and business partners, as well as modernized office spaces needed to market the convention center.

Enhancing Security

Security is a top priority for the NYCCOC, and as a result, a top-to-bottom overhaul of our security program began in 2014. From new training manuals to new state-of-the-art technology, this program has generated significant results, including a major decrease in lost items at the convention center. Due to the use of new tracking software and the diligent work of our security team, there has been a 40% increase in returned items that were misplaced. Customers also have the ability to order camera services for their exhibits, allowing them to watch their exhibit in real time from a mobile-based app. Among the security improvements implemented since 2014 include:

- Construction of a state-of-the-art **Command Center**
- Installation of more than **850 high-definition security cameras**
- Installation of **video analytics software** with facial recognition capability
- Installation of **electronic card access** only for all meeting room doors
- Installation of **anti-ramming devices** along street-side entrances for added protection
- Implementation of **extensive security**, counterterrorism and fire safety training
- Appointment of **security leaders** with extensive corporate security experience

In 2016, the Javits Center unveiled a new administrative lobby entrance, renovated with added security features such as turnstiles and television monitors—enabling security personnel to control the flow of visitors in and out of the building. All full- and part-time employees, as well as all business partners and vendors, are required to use this entrance when entering and exiting the convention center. Creating one entry point represented a cultural shift for employees, but one that better protects the building's perimeter at all times.



THE NEW FOCUS ON INFRASTRUCTURE HAS LED TO MAJOR IMPROVEMENTS THROUGHOUT THE FACILITY.



Enhancing the Customer Experience

Opening of Taste NY Bistro:

The new Taste NY Bistro at the Javits Center officially opened in September 2016, offering our visitors fresh, locally sourced food and drinks from the Empire State. Housed on Level 2, this café-style location provides homemade and home-grown produce and baked goods, as well as New York wines, beers, and ciders. Managed by our exclusive caterer Centerplate, this new Bistro enhances the overall customer experience and complements the ongoing efforts to revitalize and reimagine the convention center. This new outpost expands the Taste NY presence at the Javits Center by offering a wider selection of made-to-order foods in place of the former Taste NY store, which featured mostly pre-packed goods.

Opening of I Love New York Welcome Center:

To reach the millions of visitors who come to the convention center each year, Empire State Development, the state's chief economic development agency, worked with the Javits Center to construct a new I Love New York destination in the Crystal Palace in April 2017. In order to encourage tourism statewide, the Welcome Center features attractions throughout the state, as well as a giant selfie wall, travel profile quiz, regional maps with suggested destinations and New York trivia.

New Javits Center Display Model: The Javits Center unveiled a new display model in February 2017 that outlines the building's history, operations and future ex-



pansion on Manhattan's West Side. Equipped with three televisions and a 30-year outline of major milestones, the model in the Crystal Palace provides visitors with an understanding of the six-block structure's historical

importance, as well as its pivotal role in New York's economy. Videos playing on each television include interviews with key staff members, rare images throughout the years and renderings of the expanded spaces to come.

Commemorating the 30th Anniversary:

In September 2016, a limited-edition, LEGO-style model of the Javits Center was unveiled at a small ceremony in order to celebrate the 30th anniversary of the convention center, featuring the signature feature of the recent renovation—a giant green roof. Designed by Brooklyn-based artist Sean Kenney, the one-of-a-kind model can



be built with 364 LEGO pieces, mirroring the larger LEGO model featured in the Crystal Palace throughout the year.



Refining Our Spaces

Our Facilities Department oversaw more than 20 upgrades—both back-of-house improvements and customer-facing changes—throughout the facility in 2016, including:

Coat Check. Construction of a new permanent coat check area near the north entrance of the 2D meeting room corridor, above the Special Events Hall. With more than 800 square feet, this area features three independent counters with cash registers and can store more than 1,000 coats and 100 bags at a time.

Flood prevention. Installation of eight flood gates on Level 1 to prevent flooding in the event of a major storm or disaster; the Javits Center sustained severe damage to its lower levels during Superstorm Sandy in 2012.

2D Corridor Renovation. The re-painting and re-carpeting of the north and south 2D corridors—two meeting room areas which are regularly used by customers.

BMS Upgrade. The replacement of panels for the Building Management System, which monitors air-conditioning, heating and energy and fire safety systems from a single location. The new BMS panels drastically improve the speed and efficiency of the computer system, creating a healthier environment for all.

VAV Upgrade. The replacement of Variable Air Volume (VAV) devices in the 2D meeting rooms and 1E Hall. These VAV devices improve the control of adjusting air conditioning and heating in the affected rooms.

Air Wall Installation. The installation of new air walls in the 3A and 3B Halls, which will improve sound attenuation, enhance aesthetic appeal and allow for easier maneuverability.

New Driver Check-In Areas. Construction of two new driver check-in areas along 12th Avenue, replacing the former check-in booth stationed just inside the West 39th Street gate. The check-in areas are designed for show decorators to check in freight during all events, improving the efficiency of the move-in process and creating a more user-friendly atmosphere.

**OUR FACILITIES
DEPARTMENT
OVERSAW
MORE THAN
20 UPGRADES
IN 2016.**



SUSTAINABLE:

|suh·stey·nuh·buh||

adjective, a method of harvesting or using a resource so that the resource is not depleted



GREENING NEW YORK

At the Javits Center, sustainability has become a critical focus in an effort to improve the quality of life for our employees, visitors, surrounding neighborhood and ecosystem. Ultimately, the Javits Center is striving to be a model of sustainable practices for the exhibition

for an expanded—and more user friendly—green roof within the expansion project.

In 2017, we issued our first Sustainability Report that catalogs our progress to date and our goals in the near future. We also formalized our green roof tour program, developing an online registration form so visitors could sign up for a free tour on several dates throughout the year. Within 48 hours of posting the form online, the roof tours were fully booked with requests from

WE HAVE WORKED TO FURTHER REDUCE OUR ENERGY CONSUMPTION AND IMPROVE THE QUALITY OF LIFE IN OUR WEST SIDE NEIGHBORHOOD.

industry, buildings across New York City and the surrounding community. In the past year, we have worked closely with several institutions to study the impact of our sustainable efforts, further reduce our energy consumption and discover new ways to enhance the quality of life in our neighborhood, including plans

people across the New York region, and as a result, four additional dates were added. For those not able to attend a tour, we also have introduced a live, 24/7 camera of the green roof on our website.

Wildlife Habitat

The New York City Audubon has conducted three seasonal studies on the green roof since 2014. In a 2016 study, the New York City Audubon spotted 17 bird species utilizing the roof between May and October. Some birds used the roof for foraging, while gulls were seen using the roof for nesting. Other birds utilized the roof as a spot to stop and rest. The number of bird species remained the same as the prior year, but six new species were identified. Therefore, a total of 26 bird species have been observed on or near the green roof since its completion in 2014—a remarkable number by any measure.



Storm water Management

Led by Philadelphia's Drexel University and New York's Cooper Union, data retrieved from climate stations on the green roof indicate that it is capable of retaining 7 million gallons of storm water on an annual basis, which is approximately 81% of the overall rainfall. Water retention was impacted by the soil moisture at the start of a rain event and the total amount of rainfall during the event. This water would otherwise be released into the local sewer system, which can lead to overflow and flooding.

Their research also indicated that the green roof is beneficial for insulation of the building. This is one of the only studies where a complete section of a roof has been compared to an asphalt section of the same roof. The north side of the roof sedum was completed earlier than the south side of the roof, which allowed Drexel University to have a more accurate basis for comparison. Using infrared technology, members of the Drexel University research team were able to demonstrate that the indoor air temperature under the green roof portion was significantly lower than under the asphalt roof during 2014, thus supporting the hypothesis that the green roof is instrumental in insulating the building. In addition, studies showed that the outdoor air temperature was significantly lower surrounding the green roof than the south roof and the concrete sidewalk 75 feet below it. Having this data will prove to be instrumental in determining the benefits of green roofs in mitigating the urban heat island effect.



26 BIRD SPECIES

- AMERICAN CROW • AMERICAN GOLDFINCH**
- AMERICAN KESTREL • BARN SWALLOW**
- BROWN-HEADED COWBIRD • CANADA GOOSE**
- COMMON GRACKLE • COMMON RAVEN**
- DOUBLE-CRESTED CORMORANT**
- EASTERN KINGBIRD • EASTERN PHOEBE**
- ENGLISH HOUSE SPARROW**
- EUROPEAN STARLING • FISH CROW**
- GREAT BLACK-BACKED GULL**
- HERRING GULL • MOURNING DOVE**
- NORTHERN MOCKINGBIRD • OSPREY**
- PALM WARBLER • PEREGRINE FALCON**
- RING-BILLED GULL • ROCK PIGEON**
- SONG SPARROW • SWAMP SPARROW**
- WHITE-THROATED SPARROW**



Energy Conservation

The Javits Center has a robust energy management and conservation program, one that has helped to significantly reduce energy consumption throughout the six-block structure. Between the incarnation of the program in 2013 and 2016, the Javits Center reduced electric consumption by 6,631,524 kilowatts/hour (kWh). This is the equivalent of 4,660 metric tons of carbon dioxide and is comparable to emissions from the burning of 4,973,171 pounds of coal. Our energy-saving initiatives have saved the Javits Center almost two million dollars since their inception in 2013.

Energy measurement and conservation strategies have been a source of revenue and savings for the Javits Center. Since the implementation of the program in 2013, there has been a total combined savings of 35% of the 2016 total bill. The largest savings came between 2015 and 2016, which indicates the continued effort into energy programs are proving successful.

At the end of 2016, five Javits Center employees were trained in thermographic imaging and using infrared technology. This method has proved instrumental in identifying any potential issues in the electrical, mechanical or building systems and any roof moisture penetration points. By using the thermographic imaging, engineers will be able to implement preventative maintenance strategies and further reduce replacement and maintenance costs, saving energy and money.

Lighting

Lighting is an integral component of any energy conservation strategy. Switching to light emitting diode fixtures (LEDs) from less efficient fixtures is a solution with a fast payback. In 2016, LEDs were installed in 47 janitor closets, 22 electrical closets, 13 data closets and eight information technology closets—the latest installment in an ongoing program to increase energy

efficiency of all light fixtures throughout the building. These lamps were installed with occupancy sensors, reducing the amount of “on” hours from almost 24 hours a day to one hour a day. This is a kWh savings of 28,327kWh.

Demand Response

NuEnerg provides the Javits Center with enrollment in three separate demand response programs: the New York Independent Systems Operator (NYISO) Special Case Research Program, the Con Edison Commercial Systems Release Program (CSR) and the Distribution Load Relief Program (DLRP). Demand response asks that customers reduce their energy consumption on days when there is a high demand on the electrical grid. The Javits Center has performed extremely well during the demand response events. In the summer of 2016 demand response period, the Javits Center reduced electric consumption by 4,400kWh during the event. This equates to the offset of power of more than 1% of the entire New York City load this past summer.

Feral Cat Program

A new feral cat program at the Javits Center has helped to reduce rodents on the convention center’s loading docks, providing a safer and healthier environment for employees and customers. Led by Energy and Sustainability Manager Rebecca Marshall, the program has served as a sustainable alternative to hiring professional exterminators and regularly spraying chemicals to deter rodents from visiting the loading docks. With assistance from the non-profit organization NYC Feral Cat Alliance, four feral cats were brought to the building and are currently housed on site. The presence of the cats has significantly reduced the rodent population on the loading docks, leading to a very cost-effective, sustainable solution.

**ULTIMATELY,
THE JAVITS
CENTER IS
STRIVING
TO BE A
MODEL OF
SUSTAINABLE
PRACTICES
FOR THE
EXHIBITION
INDUSTRY.**



ELEVATE:

|el·uh·veyt|

verb, to move or raise to a higher place or position

BUILDING A NEW TEAM

New leaders bring new results, and that's exactly what has happened at the Javits Center in recent years. With more than 10 new executives appointed since 2012, senior management has enhanced the experience and skills of its leadership team while focusing on innovative ways to improve customer service, increase efficiency and accountability and overhaul its security program. The result has become a stronger, safer operation prepared for an expansion project that will transform the way the building is used in the years to come.

Much of the Javits Center's operational procedures have been modernized since 2012, but more work needs to be done. One of the key components to this modernization is the implementation of a workforce management program for nearly 5,000 full-time and part-time employees. The development of a state-of-the-art Kronos module was launched this past year, and it is designed to digitize the process by which workers are called, scheduled and assigned on a daily basis, while ensuring the integrity of the assignments. The software includes an applicant tracking system, an online recruiting tool and other features to streamline our employee management process.

Training

The Javits Center maintains one of the largest construction workforces of any property in New York City, and safety is essential to protecting workers, customers and attendees. In Fiscal Years 2016 and 2017, the Security and Safety Solutions Department significantly enhanced its program by developing new procedures and instituting mandatory training sessions. The unit provided:

- Safety training for **more than 700 employees** on topics including electric carts, scaffolding, fall prevention, respiratory protection and hazard communication.
- A tool box talk program under which employees were provided **guidance and safety tips** at the beginning of each shift. **Nearly 1,300 participated** by the end of Fiscal Year 2017.



- Revised and new bilingual policies and procedures regarding **personal protective equipment** and **electrical/ARC flash safety**.

NEW SOFTWARE WILL LEAD TO A CLEARER UNDERSTANDING OF THE WORK PROCESS.

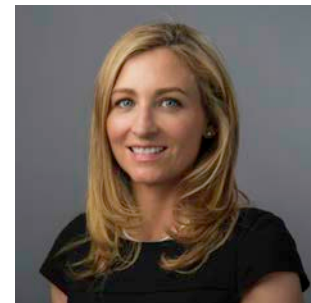
Reducing Injuries

With so much construction activity on the show floor, the Javits Center created and implemented a new safety program designed to identify potential causes and solutions that would reduce injuries in the future. The program included the aforementioned safety training sessions, toolbox talks and the issuance of revised procedures. As a result, the number of injuries has steadily decreased since Fiscal Year 2015—despite no decreases in show floor activity.

From Fiscal Year 2014 to Fiscal Year 2017, reported injuries decreased from 387 incidents to 237 incidents, a 39% decrease. Fewer injuries have led to a stronger workforce, a more streamlined operation and reduced overall costs for the organization.



New Appointments to the Executive Staff of the New York Convention Center Operating Corporation:



Melanie McManus, Senior Vice President, Chief Financial Officer. Melanie was appointed in 2016 as Chief Financial Officer, and she is responsible for the day-to-day planning, implementing, managing and controlling of all finance-related activities of the Javits Center. For over three years, Melanie served as the Controller, overseeing the financial management team at the Javits Center. Before joining the Javits Center team, Melanie, a New York State Certified Public Accountant, served as Principal at UHY. She attended Fordham University where she earned a Bachelor of Science degree in Accounting.



Michael Ruberry, Vice President of Set-Up and Event Solutions. Michael was appointed in April 2016 as Vice President of Set-Up and Event Solutions, and he oversees all internal and external set-up operations at the Javits Center. For 16 years, Michael served as Vice President of Operations and Customer Relations at GLM. He also worked at general services contractor Global Experience Specialists (GES) where he served as Vice President of National Sales.

New Members of the Board of Directors for the New York Convention Center Operating Corporation:

Sara Berman: Sara is the Vice Chair of the Board of The Steinhardt Foundation for Jewish Life. She is also the Chair of the Board of Directors of the Hebrew Charter School Center and the Chair of the Board of Trustees of Hebrew Language Academy Charter School in Brooklyn, NY and Harlem Hebrew Language Academy Charter School in Manhattan.

Lee H. Perlman: Lee serves as President of GNYHA Ventures, the for-profit business arm of the Greater New York Hospital Association (GNYHA) and is responsible

for the development of the GNYHA Ventures companies, which serve nearly 40,000 customers across the healthcare continuum as well as non-healthcare industries in all 50 states and Puerto Rico.

George Tsunis: George is the Founder, Chairman and Chief Executive Officer of Chartwell Hotels, LLC, which owns, develops and manages Hilton, Marriott and Intercontinental hotels throughout the Northeast and Middle Atlantic states.



#BEINGSOCIAL

Social media serves as a real-time communication vehicle for the Javits Center to share information, images and video about what's happening within the halls of the facility and throughout New York City and New York State. It allows us to establish and maintain a dialog with our customers and visitors, resolving issues as they arise to ensure each person's experience is the best it can be. Our five channels support event

managers and exhibitors by promoting show activities, while providing resources and references to fully enjoy all that New York has to offer on any given day and night. By highlighting the vibrancy of the changing West Side—from new transportation routes to new restaurants—our social media network illustrates why the Javits Center is the perfect setting for any event, large and small.



147% FOLLOWER INCREASE

SINCE FALL 2014 ACROSS ALL SOCIAL MEDIA

18,550 NEW FOLLOWERS

on Facebook since Fall 2014

FROM 250 TO 6100+

Instagram followers since Fall 2014

OVER 7X FAN INCREASE

on LinkedIn since Fall 2014

"Love going to events at the Javits Center. Easy to get to. We take the ferry over from NJ and it drops you off at the Javits Center. Staff and services are great. Everyone is helpful. Lots of signage to help you navigate."

Rich Milito,
Facebook

"A huge thanks to @javitscenter security & staff for not being typical New York convention anything. You rock!"

"The convention center that never sleeps!"

leviim_gallery,
Instagram

"Thanks to @ASIS_Intl and the @Javitscenter for a good show #NYC this year!"

@escnyc,
Twitter

Randi Mason,
Twitter

ON AN AVERAGE WEEK, JAVITS CENTER POSTS OVER 70 UPDATES, RESULTING IN 1500 REACTIONS AND 65 SHARES.

FINANCIAL STATEMENT

03.31.17 03.31.16

ASSETS

Current Assets		
Cash	\$2,853,790	\$5,297,740
Short-term investments	70,752,971	63,768,616
Accounts receivable, net of allowances of \$1,207,609 in 2016 and 2015	7,083,278	3,969,199
Unbilled show costs	1,011,222	17,437,015
Other assets	2,978,140	6,932,715
Total current assets	\$84,679,401	\$97,405,285
Property, Plant And Equipment, Net	43,966,793	39,413,201
Other Assets	5,083,364	4,780,038
Total assets	\$133,729,558	\$141,598,524
Deferred outflows of resources	\$9,335,687	\$ 2,589,400

LIABILITIES AND NET POSITION

Current Liabilities		
Accounts payable	\$6,136,330	\$12,673,780
Accrued expenses, current	10,241,511	13,018,437
Unearned revenue	26,592,894	33,838,007
Capital lease liability, current	1,839,981	2,095,970
Insurance claim reserve	4,447,608	3,512,314
Advance for capital improvements from affiliate	2,501,474	2,600,000
Other post-retirement employee benefits obligation, current	580,460	405,072
Total current liabilities	52,340,259	68,143,580
Accrued expenses, net of current portion	785,305	728,573
Net pension liability	8,279,299	1,838,920
Capital lease liability, net of current portion	926,905	2,766,886
Other post-retirement employee benefits obligation, net of current portion	37,993,470	35,759,311
Total liabilities	100,325,238	109,237,270
Deferred inflows of resources	\$1,073,549	\$ -
Net Position		
Invested in capital assets, net	43,966,793	39,413,201
Unrestricted - board designated for other post-retirement employee benefit obligation	38,573,930	36,164,383
Unrestricted deficit	(40,874,265)	(40,626,930)
Total net position	\$41,666,458	\$34,950,654



03.31.17 03.31.16

Operating Revenue		
Event-related services	\$162,768,651	\$ 155,546,527
Space rentals	28,945,878	27,608,081
Concession commissions	6,851,815	6,103,800
Advertising and other income	1,986,019	1,699,961
Total operating revenues	200,552,363	190,958,369
Operating Expenses		
Employee compensation and benefits	158,258,342	151,609,474
Facility operating expenses	17,913,510	18,674,818
Selling, general and administrative expenses	8,739,980	8,191,285
Annual other post-employment benefits expenses	2,880,787	2,776,635
Total operating expenses	187,792,619	181,252,212
Operating income before depreciation and amortization	12,759,745	9,706,157
Depreciation and amortization	6,205,725	4,442,240
Operating income	6,553,020	5,263,917
Non-Operating Revenues and (Expenses)		
Impairment of fixed assets	-	(2,689,050)
Interest income (expense), net	162,781	13,447
Total non-operating expenses	162,781	(2,675,605)
Net Income	6,715,801	2,588,312
Net Position, Beginning	34,950,654	32,149,747
Prior Period Adjustment Related to Adoption of Pension Accounting Standard (Note 1)	-	212,595
Net Position, Beginning, Adjusted	34,950,654	32,362,342
Net Position, Ending	41,666,455	\$34,950,654

WELCOME TO
THE JAVITS CENTER

**OUR EMPLOYEE
OF THE MONTH
PROGRAM WAS
CREATED TO
RECOGNIZE
THOSE WHO
HAVE HELPED
MAKE THIS
THE BUSIEST
CONVENTION
CENTER IN THE
NATION.**

EMPLOYEES OF THE MONTH

ADMINISTRATION

MICHELE
GREEN-HOSANG
HUMAN RESOURCES
COORDINATOR

JEFFREY CALDWELL
ASSOCIATE GENERAL
COUNSEL

MANUAL SANTOS
SR. PROGRAMMER ANALYST

SEAN TURNER
MANAGER OF FIELD SECURITY
OPERATIONS & INVESTIGATIONS

FIRAS FREEJAH
TECHNOLOGY SALES AND
MARKETING ANALYST

LINDA PEREZ
EXHIBITOR SOLUTIONS
REPRESENTATIVE

INDIRA MERCEDES
PURCHASING AGENT

EXHIBIT LABOR

DIANE DEMARTINIS
SHOW CARPENTER FOREMAN

JOHN SCHAD
SHOW JOURNEYMAN CARPENTER

ANGELA ADDISON
SHOW JOURNEYMAN CARPENTER

ANTHONY BAMONTE
SHOW ELECTRIC FOREMAN

WILLIAM O'NEIL
SHOW CARPENTER FOREMAN

OPERATIONS

CRAIG SPEAR
PUBLIC SAFETY OFFICER

MARIANO VELAQUEZ
CLEANER

MELCHEZEDEK BAKER
CLEANER

THOMAS SMITH
ENGINEER

JOSEPH PATTI
HOUSE CARPENTER

SHAUN FIELDS
COMMAND CENTER CONTROL
MONITOR TECHNICIAN

2016 EVENT SCHEDULE

• JANUARY 2016 •

- 6-10 NEW YORK PROGRESSIVE BOAT SHOW
- 8-10 NEW YORK TIMES TRAVEL SHOW
- 10-12 ACCESSORIES THE SHOW / MODA MANHATTAN / FAME / FASHION 2 GO
- 10-12 FWD
- 17-19 NATIONAL RETAIL FEDERATION ANNUAL CONVENTION AND EXPO
- 24-26 MRKET / VANGUARD
- 24-26 PROJECT NEW YORK
- 24-26 MILANO UNICA
- 24-26 TEXWORLD USA
- 30-30 FILM SHOOT: SULLY
- 30-3 NY NOW THE MARKET FOR HOME + LIFESTYLE

• FEBRUARY 2016 •

- 5-10 HAPPY CHINESE NEW YEAR FANTASTIC ART CHINA
- 13-14 PLAY FAIR
- 13-16 AMERICAN INTERNATIONAL TOY FAIR
- 21-23 CURVENY
- 22-24 ACCESSORIES THE SHOW / MODA / FAME / EDIT / STITCH
- 22-24 FASHION COTERIE SOLE COMMERCE

• MARCH 2016 •

- 1-1 NY CHAPTER IAEE KINGS GLOVE AWARDS
- 2-2 HILLARY FOR AMERICA RALLY
- 3-3 KELBY MEDIA PHOTOSHOP
- 6-8 INTERNATIONAL RESTAURANT AND FOOD SERVICE SHOW OF NEW YORK
- 6-8 INTERNATIONAL BEAUTY SHOW
- 6-8 INTERNATIONAL ESTHETICS COSMETICS SPA SHOW
- 7-8 NEW YORK BUILD EXPO
- 11-13 NEW YORK CITY FIRST ROBOTICS COMPETITION
- 11-13 COFFEE FEST NEW YORK
- 12-13 23RD ORIGINAL LGBT EXPO
- 13-15 CHILDRENS CLUB
- 13-15 JA NEW YORK SPRING SHOW/ LUEUR
- 13-15 MANUFACTURING JEWELERS AND SUPPLIERS OF AMERICA
- 25-3 NEW YORK INTERNATIONAL AUTOMOBILE SHOW

• APRIL 2016 •

- 9-9 US CAREER FORUM
- 9-9 A DAY WITH DR BRIAN WEISS
- 10-12 INSIDE 3D PRINTING
- 15-17 GREEN FESTIVAL
- 15-17 INTERNATIONAL VISION EXPO
- 20-20 NY GREEN INNOVATION SHOWCASE
- 21-22 ADVANCED ENERGY
- 22-22 CUNY BIG APPLE JOB AND INTERNSHIP FAIR
- 24-24 COLLEGE FAIR NACAC
- 25-25 FILM SHOOT: SEARCH PARTY
- 26-28 INTERPHEX
- 27-28 ASIS NEW YORK CITY CHAPTER TRADE SHOW
- 30-30 AMERICAN DIABETES ASSOCIATION EXPO PRESENTED BY HEALTHFIRST

• MAY 2016 •

- 2-4 ACCESSORIES THE SHOW / MODA / FAME / FASHION 2 GO
- 2-4 ACCESSORIE CIRCUIT / INTERMEZZO COLLECTIONS
- 4-4 CHILDREN'S AID ALL-STAFF SUMMIT
- 5-5 YOUTUBE BRANDCAST
- 9-9 ROBIN HOOD DINNER DANCE
- 10-10 GNYHA AWARDS
- 12-12 WOMEN IN NEED
- 14-17 INTERNATIONAL CONTEMPORARY FURNITURE FAIR
- 15-18 NATIONAL STATIONERY SHOW / SURTEX
- 19-19 FIT COMMENCEMENT EXERCISES
- 19-20 COSEBOC GATHERING OF LEADERS
- 20-20 THE NEW SCHOOL COMMENCEMENT
- 21-21 FINANCIAL RISK MANAGERS EXAM
- 24-25 BUILDINGS NEW YORK
- 25-25 SALESFORCE WORLD TOUR
- 28-4 WORLD STAMP SHOW NY

• JUNE 2016 •

- 4-4 CHARTERED FINANCIAL ANALYST EXAM
- 5-5 MONROE COLLEGE GRADUATION
- 7-8 ERNST AND YOUNG FSRM
- 7-9 CLOUD COMPUTING EXPO
- 9-9 SMALL BUSINESS EXPO
- 11-11 METROPOLITAN GRADUATION

- 14-16 MD&M / EASTPACK / AD&M / ATX EAST / PLASTEC EAST / PHARMAPACK NORTH AMERICA / HBA GLOBAL
- 15-17 CANNABIS BUSINESS EXPO
- 16-18 INTERNATIONAL FRANCHISE EXPO
- 18-19 THE VOICE AUDITIONS
- 20-20 FOUR SEASONS JOB FAIR
- 22-22 TCI GRADUATION
- 26-28 SUMMER FANCY FOOD SHOW

• JULY 2016 •

- 1-4 AMMA
- 6-6 LAW REVIEW COURSE
- 10-13 INFORUM
- 12-14 TEXWORLD USA /HOME TEXTILES/ FABRIC SOURCING EXPO/ INTERNATIONAL APPAREL SOURCING SHOW
- 17-19 PROJECT NEW YORK
- 17-19 MRKET / VANGUARD
- 18-20 IIA INTERNATIONAL CONFERENCE
- 21-21 IT ROADMAP CONFERENCE AND EXPO
- 24-26 JA NEW YORK SUMMER SHOW
- 26-27 LAW EXAM
- 31-2 ACCESSORIES THE SHOW/ MODA/FAME /FASHION 2 GO
- 31-2 CHILDREN'S CLUB /FWD
- 31-2 ACCESSORIE CIRCUIT / INTERMEZZO COLLECTIONS
- 31-2 CURVENY

• AUGUST 2016 •

- 10-11 AMAZON WEB SERVICES USER SUMMIT
- 20-24 NY NOW THE MARKET FOR HOME AND LIFESTYLE

• SEPTEMBER 2016 •

- 2-4 STAR TREK
- 7-10 WORLD MOLECULAR IMAGING SOCIETY
- 10-10 OPPORTUNITY NATION
- 10-13 THE RUG SHOW INC
- 11-11 FASHION SHOW- THE OPENING CEREMONY
- 18-20 MODA /ACCESSORIES THE SHOW /FAME/ EDIT/ STITCH
- 18-20 FASHION COTERIE/ SOLE COMMERCE /CHILDRENS CLUB
- 23-23 MEETINGS TECHNOLOGY EXPO
- 26-30 STRATA AND HADOOP WORLD ARTIFICIAL INTELLIGENCE CONFERENCE
- 27-28 SMX EAST NYC

• OCTOBER 2016 •

- 1-1 THE MICHAEL J FOX FOUNDATION FOR PARKINSON'S RESEARCH
- 6-9 NEW YORK COMIC CON
- 11-12 YOM KIPPUR SERVICE
- 15-16 CIRCLE OF SISTERS
- 15-16 PEOPLE EN ESPANOL
- 19-19 PERFORMING AND VISUAL ARTS COLLEGE FAIR
- 20-20 FRIENDS OF THE NEW YORK TRANSIT MUSEUM
- 20-22 PDN PHOTO PLUS INTERNATIONAL CONFERENCE
- 21-21 LULAROE INSPIRE TOUR
- 22-22 BIG APPLE COLLEGE FAIR
- 24-27 DATA DRIVEN BUSINESS
- 25-27 MOVEMENT DAY GLOBAL CITIES
- 28-31 LUEUR
- 30-1 JA SPECIAL DELIVERY
- 31-31 INTERNATIONAL FINE PRINT DEALERS ASSOCIATION

• NOVEMBER 2016 •

- 2-3 AD TECH EXPO
- 3-5 NEW YORK CITY MARATHON
- 5-6 SNEAKER CON
- 8-8 HILLARY FOR AMERICA ELECTION NIGHTT
- 9-10 NAB SHOW NEW YORK
- 10-10 NEW YORK BUSINESS EXPO AND CONFERENCE
- 13-13 NEW YORK NATIONAL PORTFOLIO DAY HOSTED BY FIT
- 13-14 BOUTIQUE DESIGN NEW YORK
- 13-15 HX THE HOTEL EXPERIENCE
- 15-15 BIZBASH
- 16-17 ISC EAST
- 16-18 PRI MED
- 19-19 FINANCIAL RISK MANAGER EXAM
- 27-30 GREATER NEW YORK DENTAL MEETING

• DECEMBER 2016 •

- 3-3 CHARTERED FINANCIAL ANALYST EXAM
- 5-6 ICSC NEW YORK NATIONAL CONFERENCE AND DEAL MAKING
- 7-7 NEW YORK PRODUCE SHOW AND CONFERENCE
- 8-8 NBA HOLIDAY PARTY
- 9-11 PROGRESSIVE INTERNATIONAL MOTORCYCLE SHOW
- 10-10 POLY FLOOR HOCKEY TOURNAMENT
- 15-15 SALESFORCE WORLD TOUR
- 17-18 CHEER AND DANCE NEW YORK CITY

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Vice President,
Set-up and Event Solutions

**NEW LEADERS
BRING NEW RESULTS,
AND THAT'S
EXACTLY WHAT
HAS HAPPENED AT
THE JAVITS CENTER.**



**A LEADER IN
SUSTAINABILITY.**

**A LABORATORY
FOR SCIENTIFIC
RESEARCH.**

**A DESTINATION
FOR STAR-STUDDED
GALAS.**

**A NATIONWIDE
NEXUS FOR TOURISM
AND BUSINESS.**

A JOB CREATOR.



A NEW CHAPTER

One might say that the Javits Center is a comeback story that's just beginning.

Emerging from a major renovation that upgraded its infrastructure and a host of improvements among its staff and operations, the convention center has rebounded to become one of the most important engines fueling the Empire State economy.

With a 6.75-acre green roof serving as a wildlife haven and an expansion that will increase its operational efficiency, generate more revenue and ease traffic congestion, the Javits Center is in sync with its community in more ways than anyone could have ever imagined. As a result, the Javits Center has charted a new course toward inspiration and innovation—thanks to the strong support of Governor Cuomo, Empire State Development and the leaders of its own administrative and labor workforces.

Today, the Javits Center is viewed as more than just a convention center.

It's a leader in sustainability.

A laboratory for scientific research.

A destination for star-studded galas.

A nationwide nexus for tourism and business.

A job creator.

And an economic engine for the entire region.

That mission of public service mirrors the legacy of our namesake, Senator Jacob K. Javits, the political maverick of his generation. A native New Yorker, Senator Javits was dedicated to improving the lives of all Americans by supporting public-private partnerships,

as well as some of the most important legislation in U.S. history during the turbulent 1960s and 1970s. And his civic spirit is alive and well in the halls of the Javits Center.

More than 30 years after its doors first opened, the facility is ready to reach its full potential as the expansion project kicks into high gear. In the months ahead, Javits North will be deconstructed as the foundation for the new structure is formed. As construction progresses, our Sales team will be meeting with event planners from around the country to generate interest in the expanded facility and market the dynamic spaces to a wider range of customers than ever before.

THE JAVITS CENTER IS A COMEBACK STORY THAT'S JUST BEGINNING.

With a massive ballroom and a breathtaking rooftop terrace set to be built, the types of events hosted at the Javits Center will diversify as much as the West Side neighborhood itself. An expanded green roof will lead to further studies and allow more visitors to enjoy it. The on-site truck garage and additional loading docks will reduce the move-in/move-out time for each event and create more room on the calendar. And all of this will lead to more top-tier events—sparking more economic activity and even more buzz among a new generation of industry members.

The Javits Center for the next generation is almost here. Our story has just begun.



javitscenter.com