

THE JAVITS CENTER

ANNUAL REPORT

FISCAL YEAR 2015 - 2016



30
YEARS OF OPERATION

1.95
BILLION DOLLARS OF ECONOMIC ACTIVITY
GENERATED IN 2015

500,000
SQUARE FEET OF CONTIGUOUS
EXHIBITION SPACE TO BE CREATED UNDER
NEW EXPANSION PROJECT

17,000
HOT DOGS SOLD A DAY DURING THE NEW
YORK INTERNATIONAL AUTO SHOW

17
BIRD SPECIES OBSERVED ON
OUR GREEN ROOF

60
EVERGREEN TREES PLANTED
ALONG 11TH AVENUE

17,700
JOBS SUPPORTED IN 2015

4
MINUTES TO TIMES SQUARE VIA THE NEW
HUDSON YARDS-34TH STREET SUBWAY STATION



Governor Andrew M. Cuomo:

“This expansion project will ensure the Javits Center remains one of the most desired convention centers.”



Tourism is one of the Empire State’s most successful industries, and one of the key contributors to a robust tourism economy is a successful convention center that spurs new jobs and new business opportunities. Over the past 30 years, the Javits Center has done just that. With improved operations, new leadership and an enhanced infrastructure, it has become the busiest convention center in the United States, boosting the State’s economic engines by drawing millions of visitors and companies from around the world to New York.

But as Manhattan’s West Side neighborhood evolves, so must the Javits Center—and that’s why we have proposed a \$1 billion expansion project, creating five times more meeting room space, the largest ballroom in the Northeast, 500,000 square feet of exhibition space on one level and an on-site truck marshaling facility. This project will attract new events to the New York area, increase the building’s operational efficiency and reduce its overall impact on the surrounding community by improving traffic flow and pedestrian safety.

This expansion project will ensure the Javits Center remains one of the most desired convention centers while generating nearly \$400 million in additional annual economic activity and supporting 4,000 new full-time jobs and 2,000 new part-time jobs. It is a critical part of the most aggressive infrastructure development program in the history of New York State, which includes the redevelopment of LaGuardia Airport and Penn Station. It is part of an unprecedented plan to reimagine our major facilities in order to unlock their true economic potential.

With support from Empire State Development and the New York Convention Center Development Corporation, we will break ground on this expansion in late 2016, and we are implementing a design-build process in order to accelerate the construction process and minimize the risk of potential delays. It’s a win-win for the customers of the Javits Center and all New Yorkers.

A handwritten signature in black ink that reads "Andrew M. Cuomo".

Andrew M. Cuomo

President and CEO Alan E. Steel:

“The Javits Center has continued to generate billions of dollars in economic activity, hosting spectacular events that support New York’s hotel, restaurant, tourism and transportation industries, year after year.”



The Javits Center is in the midst of a renaissance. With a recent renovation completed, an exciting expansion project on the horizon and new developments throughout Manhattan’s West Side, the building is buzzing with the possibilities of new events and new economic opportunities.

Since our doors first opened three decades ago, so much has changed and so much has stayed the same. Over the past four years, we have heavily invested in major infrastructure upgrades, installed cutting-edge technology and implemented a series of customer-focused policies that have made this facility an international hub of commerce. We have embraced sustainable initiatives and transformed our roof into a green oasis for area wildlife. We have overhauled our security protocols and installed a state-of-the-art camera system. We have increased training for hundreds of administrative and labor employees and recruited a new management team to refine and reimagine our operations.

But despite all of the changes, we have remained focused on our primary mission—fueling the economic engines of the Empire State. Thanks to an elite workforce

of construction professionals, event and exhibit coordinators and sales managers, the Javits Center has continued to generate billions of dollars in economic activity, hosting spectacular events that support New York’s hotel, restaurant, tourism and transportation industries, year after year.

As we plan to break ground on a massive expansion, the next four years will be the most critical period in the history of the building. Our senior leaders are meeting with design and construction professionals and preparing for the inherent challenges that will accompany this complex project while operating and maintaining the busiest convention center in the country. After 30 years of operation, the future of the Javits Center has never looked so bright—thanks to the support of Governor Cuomo, his team and all of our customers.

We look forward to seeing you on the *expanded* show floor.

A handwritten signature in black ink that reads "Alan E. Steel".

Alan E. Steel



THE JAVITS CENTER ANNUAL REPORT
FY 2015-2016

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Mission Statement

The mission of the New York Convention Center Operating Corporation (NYCCOC) is to serve the citizens of the State and City of New York by generating new business and employment opportunities, serving as a catalyst for the continued redevelopment of the local community and operating in the public interest, consistent with the social, economic and environmental priorities of existing state policy.

NYCCOC meets these objectives through maximizing the booking of trade shows, conventions, public shows and special events that stimulate spending within the regional economy, create jobs at the Javits Center and in the surrounding community and generate a reliable source of revenue for the State and City of New York. NYCCOC strives to achieve these results by operating

in accordance with the highest professional standards, generating sufficient operating revenue to be financially self-supporting, maintaining the convention center facility in accordance with our core values and ensuring our operations are consistent with contemporary sustainability objectives and a community friendly approach.

VALUES

Accountability: We are all accountable for meeting the needs and expectations of everyone we serve.

Attitude: We will demonstrate a positive attitude and encourage positive results.

Consistency: We will provide a quality experience through consistent processes and practices that are solution oriented.

Service: We will provide exceptional service by proactively engaging with our customers.

Empowerment: We are empowered to create effective solutions and desired outcomes for everyone we serve.

Respect: We will treat everyone with respect.

Knowledgeable: We are dedicated to understanding the specific needs of our community and our business.

Caring: We care about the success of our colleagues, our community and our business partners.

Communication: We will communicate in a clear and consistent manner.

Innovative: We will strive to implement innovative solutions.

Integrity: We will maintain and enforce high standards of ethics and conduct for our directors, officers and employees.

Sustainability: We will operate as a model of sustainability.

PERFORMANCE MEASUREMENTS

The following are the measurements by which New York Convention Center Operating Corporation's performance and the achievement of its mission may be measured annually.

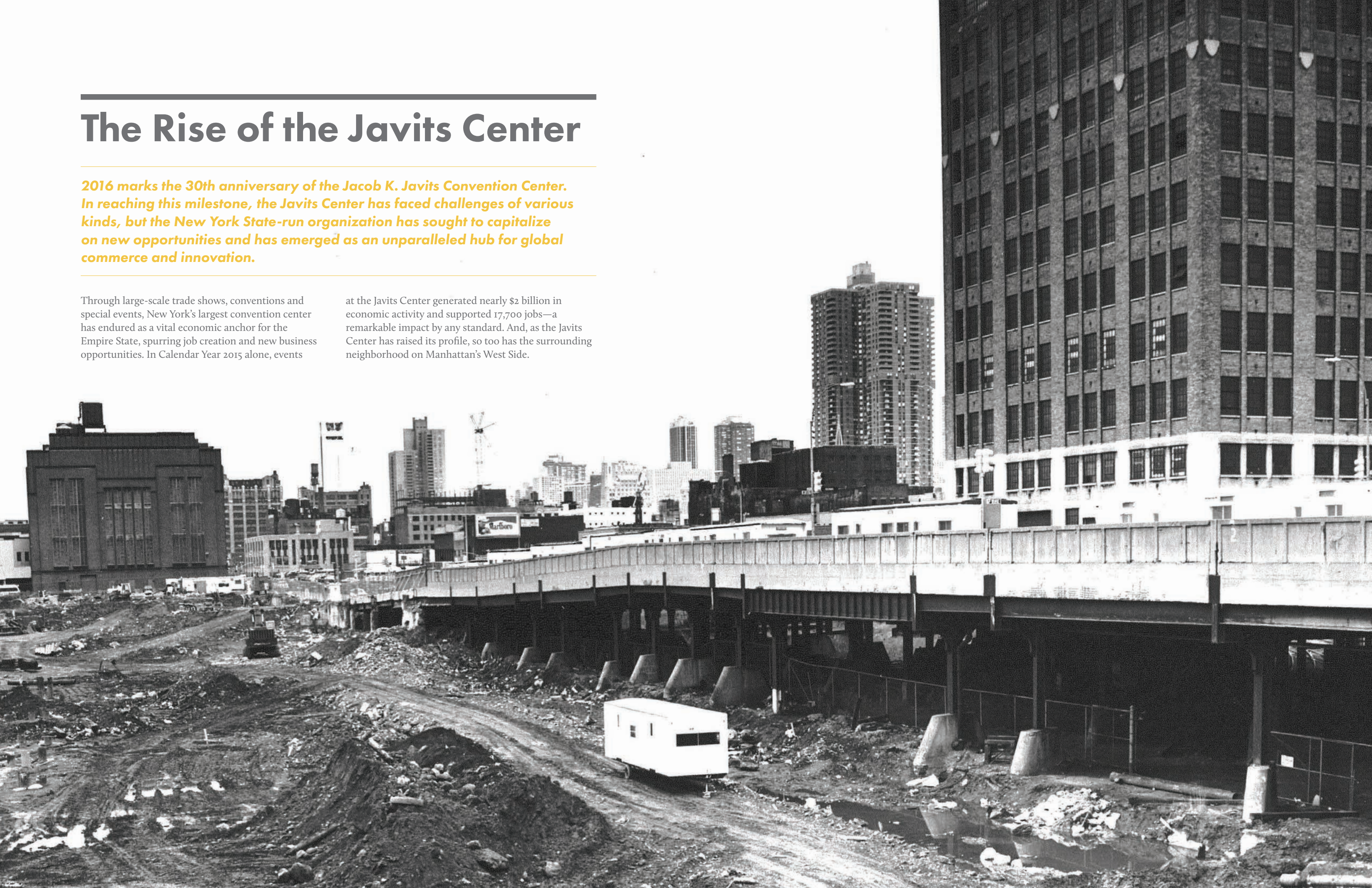
- Estimated total economic impact
- Estimated attendance levels
- Estimated jobs supported
- Estimated hotel room nights
- Number of events, including trade shows, public shows, conventions and special events
- Operating profit/loss
- Total payroll hours
- Gross square footage
- Net square footage

The Rise of the Javits Center

2016 marks the 30th anniversary of the Jacob K. Javits Convention Center. In reaching this milestone, the Javits Center has faced challenges of various kinds, but the New York State-run organization has sought to capitalize on new opportunities and has emerged as an unparalleled hub for global commerce and innovation.

Through large-scale trade shows, conventions and special events, New York's largest convention center has endured as a vital economic anchor for the Empire State, spurring job creation and new business opportunities. In Calendar Year 2015 alone, events

at the Javits Center generated nearly \$2 billion in economic activity and supported 17,700 jobs—a remarkable impact by any standard. And, as the Javits Center has raised its profile, so too has the surrounding neighborhood on Manhattan's West Side.





Over the decades, the Javits Center has been a part of the fabric of the West Side community. During its early years, the gritty, industrial neighborhood was largely desolate, struggling to flourish as other nearby neighborhoods progressed.

A NEW NEIGHBORHOOD IS BORN

Today, the revitalization of the Javits Center is perfectly timed to the area's resurgence as the city's most dynamic—and desirable—new neighborhood. From the opening of the 34th Street-Hudson Yards subway station to the extension of the High Line in our own backyard, the Javits Center and the West Side have never been more closely, and productively, linked.

What's more, the fast-rising, 28-acre Hudson Yards development will soon bring thousands of new residences, along with bustling new restaurants and retail stores. Without relying on taxpayer subsidies for its day-to-day operations, the Javits Center has served as a powerful economic engine for New York, generating an estimated \$26 billion in economic activity over the past 30 years—more than ten times the total amount of money invested in the building.

HOW FAR WE'VE COME

From the moment its doors opened in 1986, the Javits Center served as a launch pad for new ideas—despite the obstacles in its path. Originally conceived to encourage area development, tourism and investment in the Empire State, the Javits Center experienced significant operational and construction issues during the mid-1980s. But a decade later, critical improvements to the facility and the business model helped to set the stage for future stability and growth. In 2009, Empire State Development and the New York Convention Center Development Corporation (NYCCDC) led a major renovation, upgrading the facility's features to meet the evolving demands of the customer. When President and CEO Alan Steel took the helm of NYCCOC in 2012, the building was already on its way toward a breathtaking transformation in the new heart of Midtown.

A GROWTH OPPORTUNITY

With a renovated façade, a new leadership team and a new customer service focus, the heart of New York's exposition industry has been rejuvenated in more ways than one. Modern infrastructure and customer-friendly policies have led to record-breaking surges in show attendance, and a greater number of high-profile events than ever before. New investments in technology have boosted revenue and opened the door for an array of future opportunities. Plus, a growing partnership with community leaders, business associations and educational institutions has highlighted the building's positive impact on local residents, businesses and the environment. Yes, we're celebrating our 30th birthday—but when it comes to unleashing our potential, and the potential of our customers—we're just getting started.

Expanding Our Vision for the Next Generation

“The Javits Center is one of New York’s greatest economic assets, and this project will help to ensure it remains a source of jobs and economic activity for years to come.”

—Governor Andrew M. Cuomo

On January 7, 2016, New York Governor Andrew M. Cuomo unveiled an epic \$1 billion expansion of the Javits Center, which will significantly increase the convention center’s potential as an economic engine and maximize its ability to host more high-profile events from around the world. This historic project will lead to the construction of five times more meeting room space, the largest ballroom in the Northeast and an on-site truck garage to house all event-related trucks.

More than 300 Javits Center customers, stakeholders and employees crowded into the south concourse to hear Governor Cuomo outline the plans for the expansion. The expansion’s sweeping changes will effectively create a new Javits Center—one that is destined to join the top tier of the world’s greatest convention centers.

NEW DYNAMIC SPACES

Led by Empire State Development and NYCCDC, the proposed expansion will be constructed on the north end of the property, providing new spaces for customers to diversify and expand their events. The new additions will include:

- New prime exhibit space that will create 500,000 square feet of contiguous space on Level 3
- New state-of-the-art meeting room and ballroom space
- Rooftop terrace and pavilion accommodating 1,500 guests for outdoor events
- An expanded green roof area
- New kitchen and food service areas
- Back-of-house and administrative space
- LEED Silver certification

NEW OPERATIONAL EFFICIENCY

With the addition of 27 loading docks, the new 4-level truck garage will house the 20,000 trucks that deliver exhibit-related materials to the Javits Center each year. The new truck garage is expected to reduce the amount of truck trips by 50%, increasing the efficiency of event-related operations and allowing more time for new events. An on-site truck garage also will reduce the number of trucks utilizing local streets, and as a result, air quality, traffic flow and pedestrian safety will dramatically improve. Construction is expected to begin in 2016.





Photo: FXFOWLE Epstein/Neoscape

EXPANSION'S ECONOMIC IMPACT

The Javits Center's expansion project will have a tremendous impact on the New York economy, serving as a catalyst for new job creation, new business opportunities and enhanced revenue for the hotel, restaurant, tourism and transportation industries.

With more than one million square feet of new space, an expanded Javits Center is expected to generate 4,000 full-time jobs and 2,000 part-time jobs for New Yorkers, including 3,100 construction jobs for the

work needed to construct the new additions to the six-block facility. With the expanded space, the Javits Center is expected to attract at least 15 new events and generate an additional \$393 million in annual economic activity each year. More events means more hotel rooms booked in the New York region, and therefore, the expansion will lead to an additional 200,000 hotel room nights a year.

EXPANSION'S ACCELERATED TIMELINE

In order to accelerate the construction timeline, the project will utilize the Design-Build process, which allows New York State to combine design and construction services into a single contract to expedite vital infrastructure projects and save taxpayer money.

First implemented by Governor Cuomo in 2011, the Design-Build delivery method provides incentives to the private contractor to accelerate the completion of large-scale infrastructure projects and shifts the risk of cost-overruns and delays to the private sector. It is an approach that is currently being successfully used to reconstruct the Tappan Zee and Kosciusko Bridges, as well as to advance a number of priority transporta-

tion projects throughout the State. The Design-Build procurement method was made possible for this project by the New York Transformational Economic Development Infrastructure and Revitalization Projects Act, which went into effect in April 2016.

A Request for Proposals has been released to three pre-qualified Design-Build teams that will compete for a contract to complete the Javits Center expansion. The Design-Build contract will be awarded to the winning bidder by early 2017. Early construction work will begin in the fall of 2016, enabling the project to progress on an accelerated timeframe.

Enhancing Our Services

“With its recent renovation, as well as new leadership in place, the Javits Center is operating more efficiently than ever before, providing a level of customer service that event planners rarely experience in our industry. Gov. Cuomo should be applauded for recognizing the success of this facility—and envisioning its future economic potential.”

—Britton Jones, President and CEO, Business Journals, Inc



From a state-of-the-art camera system to an innovative catering service, the Javits Center is constantly exploring ways to improve the customer experience for the millions of exhibitors and attendees who visit each year. A wide range of ongoing enhancements have continued to impress our event planners and exhibitors, leading to new investments and new milestones to reach. In the past year, for example, dozens of new trees and flowerbeds were installed along 11th Avenue to beautify the entrances leading to the facility. These changes—and others below—signify that the Javits Center is truly the convention center of the future.

NEW EXHIBIT CAMERA SYSTEM

The Javits Center has launched a new, first-of-its kind camera system that enables customers to view their exhibits in real time—24 hours a day—from a mobile app on their personal devices. Under this state-of-the-art program, thousands of exhibitors can purchase the installation of high-definition cameras that provide live-stream aerial footage of their exhibit, enabling them to assess sales activity, the level of customer engagement and the impact of product placement.

NEW CATERING AND DELIVERY SERVICE

The Javits Center and its exclusive caterer, Centerplate, have launched *Market Express*, a new online catering and delivery service for event managers and exhibitors participating in events at the Javits Center. Through this on-demand, web-based service, customers can instantly access a variety of meal and beverage options without ever having to leave the show floor. The Javits Center is one of the very first convention centers nationwide to implement an online catering and delivery service of this kind.



OPENING OF TASTE NY BISTRO

A new Taste NY Bistro is opening on Level 2, further enhancing the dining choices for millions of customers at the Javits Center. In conjunction with our caterer, Centerplate, this new location will provide the finest food and beverages the Empire State has to offer. Located next to the original Starbucks, the modern shop will offer salads, sandwiches, snacks, beers and wines harvested from across New York State and help to raise the profile of local food and beverage makers. Taste NY is the state’s successful effort to promote New York’s agricultural economy with stores across the state including Grand Central Station and JFK, LaGuardia and MacArthur airports.

REST, RELAX AND RECHARGE

One of our latest customer-friendly initiatives is the installation of new modern furniture on Level 2. Surrounding the ever-popular Starbucks location and throughout Level 2, more than 200 chairs and 40 tables have been installed to provide greater comfort to guests, as well as 44 benches for attendees looking to rest. In addition, free smartphone charging stations have been constructed on Level 2 for customers. A second Starbucks location also has opened in the Crystal Palace, providing customers and community members with another location to grab a coffee and a quick bite to eat.

TAKING SAFETY TO THE NEXT LEVEL

The Javits Center has installed five times more security cameras as part of a building-wide effort to improve and expand security measures at New York’s largest convention center. Over the past year, the number of security cameras installed increased from 200 to 750, enabling security personnel to more closely monitor building activity and thoroughly investigate reported incidents throughout the property. Utilizing facial recognition-capable software, video analytics and geo-fencing technology, the state-of-the-art system is the latest addition to the Javits Center’s security overhaul, including the installation of an electronic card access management system for all major entry points and meeting rooms.



Fueling Economic Engines

The Javits Center remains the country's busiest convention center, occupied with customers on 337 days out of the year in 2015. With more than 175 events of various sizes and shapes, the building maintained its busy schedule, including hosting many first-time customers.

In 2015, the building hosted more than 20 new events with new customers experiencing the renovated Javits Center for the first time. Throughout the year, several events experienced dramatic surges in attendance—boosted by the renovated spaces, advances in technology and focus on customer service that has rejuvenated New York's largest convention center. For example,

LIGHTFAIR® International (LFI®) broke all of its registration and trade-show records with a 15% increase in registered attendance at its May 2015 event, according to event organizers. That success proves the power of the Empire State to draw businesses from around the world by offering one-of-a-kind attractions, luxury accommodations and efficient services and support.

REVENUE CONTINUES TO RISE

The Javits Center experienced significant growth in revenue in the current fiscal year with an increase in both the complexity of events and price per net square foot. In Fiscal 2016, 5,600 employees worked approximately 2.2 million hours, representing a 14% increase over 2015, to produce events. In Fiscal 2015, 4,905 employees worked approximately 2.0 million hours. Space rental was \$27.6 million or 14.5% of the \$191.0 million in total operating revenues for the fiscal year.

Total operating revenues increased \$21 million (12.3%) to \$191 million. Service revenue increased by \$18.2 million (13.2%) million due to the increases in weight and complexity of exhibits, as well as significant special events and an increase in pricing. Revenue is generated by fees associated with the renting of space to event managers and providing the necessary services and labor required to produce an event. Services include electrical,

telecommunications, plumbing, audio/visual, set-up materials, cleaning, food, medical services, advertising and sponsorship opportunities. The labor provided includes labor for freight movement, rigging, carpet installation, electrical services, Internet-based products, cleaning, booth erection and dismantling.

In 2015, events held at the Javits Center generated \$1.95 billion in economic activity for the Empire State, a 6% increase compared to the previous year. That growth demonstrates once again that the convention center is an economic powerhouse that continues to provide reliable economic opportunities for so many New Yorkers, from electricians to executives. In addition, \$930 million in labor income was created—due to the work associated with constructing some of the most elaborate and complex exhibits anywhere in the world.

ECONOMIC IMPACT ANALYSIS

The following pages present estimates of the economic and tax benefits to New York City and the State of New York generated by conventions, trade shows, and public (consumer) shows held at the Javits Center in calendar year 2015. Figures prepared as part of prior studies for calendar years 2011-2014 have also been presented for comparison purposes.

Estimates are based on the annual event activity at the Javits Center and a variety of inputs and assumptions related to the types and levels of expenditures by event delegates, exhibitors and organizers. A summary of the annual event activity at the Javits Center in the calendar years analyzed is presented below.

ANNUAL EVENT ACTIVITY

	2012	2013	2014	2015
CONVENTIONS & TRADE SHOWS				
Events	83	86	97	115
Delegate Attendance	533,700	595,300	629,500	672,300
Number of Exhibiting Companies	29,160	32,194	35,641	35,845
PUBLIC SHOWS				
Events	12	16	11	14
Show Attendance	1,404,000	1,567,400	1,426,500	1,485,000
Number of Exhibiting Companies	3,472	3,810	3,514	3,787

Events at the Javits Center generate spending from event delegates, exhibitors and organizers who would not otherwise have spent money in the local economy. As direct spending from these sources flows through the economy, additional rounds of spending, employment, and earnings are generated. The total impacts generated are estimated by applying “multipliers” derived from the economic infrastructure of New York City and the State of New York to the estimates of initial direct spending.

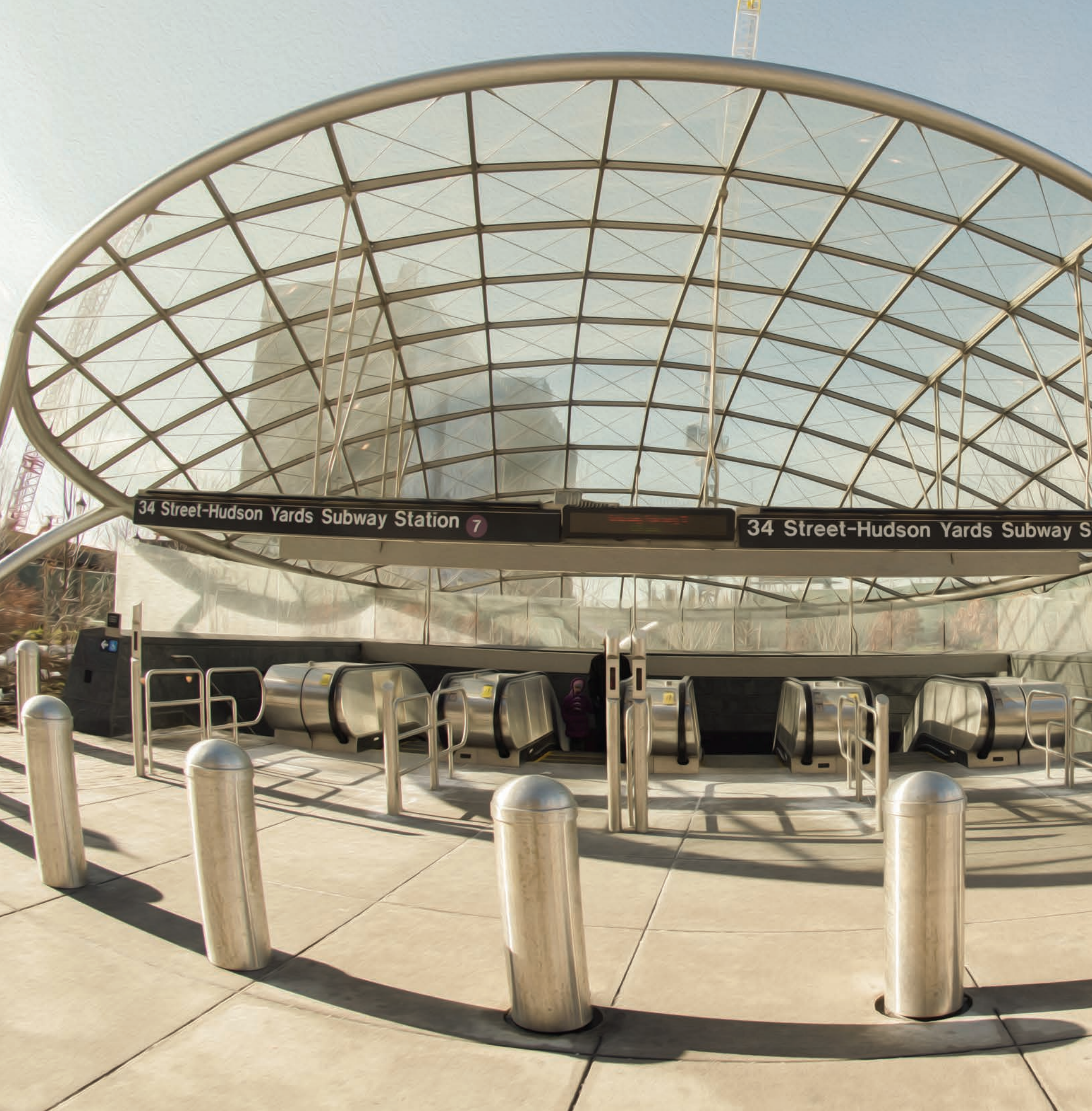
The following table presents the estimated total effect of conventions, trade shows, and public shows held at the Javits Center in 2015 compared to prior year estimates.

TOTAL ECONOMIC IMPACTS				
(\$ millions)	2012	2013	2014	2015
NEW YORK CITY				
Sales	\$1,391	\$1,478	\$1,733	\$1,833
Labor Income	\$685	\$737	\$851	\$903
Employment	12,600	13,100	15,500	16,400
STATE OF NEW YORK				
Sales	\$1,452	\$1,531	\$1,812	\$1,950
Labor Income	\$635	\$682	\$794	\$930
Employment	14,300	14,800	17,500	17,700



New York City and the State of New York also benefit from Javits Center operations in the form of tax revenues. The primary taxes affected by Center-related expenditures include sales tax, hotel occupancy tax, and personal income tax. The total fiscal benefits to the New York City government and the State of New York government presented below are based on the estimated total expenditures generated by conventions, trade shows, and public shows held at the Javits Center in 2015 and the applicable tax rates.

TOTAL FISCAL IMPACTS				
(\$ millions)	2012	2013	2014	2015
NEW YORK CITY TAXES				
Sales	\$37.1	\$39.7	\$45.3	\$47.6
Hotel	12.5	13.7	15.7	16.3
Income	15.0	16.3	18.8	20.0
Subtotal - City	\$64.6	\$69.7	\$79.9	\$83.9
STATE OF NEW YORK TAXES				
Sales	\$32.6	\$34.6	\$39.8	\$42.2
Hotel	1.0	1.0	1.1	1.2
Income	24.9	27.1	31.6	36.9
Subtotal - State	\$58.5	\$62.7	\$72.5	\$80.3
STATE OF NEW YORK TAXES				
Sales	\$3.1	\$3.3	\$3.8	\$4.0
Total	\$126.3	\$135.7	\$156.1	\$168.1



NEW TECHNOLOGY BOOSTING BUSINESS

Thanks to a new technological infrastructure, the Javits Center began providing free wireless service up to 256K of bandwidth throughout the entire building in 2015. With this service, visitors can experience online access on their mobile devices while in and around the iconic structure. Customers who prefer greater connectivity for larger data downloads are charged at specific rates per day.

The wireless service is part of a new state-of-the-art technology system installed to match the needs of the modern exhibitor and attendee. With a high density WiFi system—one of the most advanced among convention centers nationwide—the Javits Center can serve up to 70,000 wireless devices at any one time. The facility also is fitted with CAT 6 copper and a optic fiber cable infrastructure designed to deliver connectivity and internet access to every corner of every hall, meeting room and public space. At the core of this networking infrastructure is some of the latest data networking equipment in the industry, designed and comprehensively field tested to operate with high availability, versatility and reliability. Feeding this robust infrastructure are two separate and dual homed 10Gbps internet pipes, configured for load balancing and immediate fall back in order to ensure connectivity at all times.

NEW MARKETING MATERIALS

With a constant drumbeat of improvements in recent years, it only makes sense that the Javits Center developed a host of new marketing materials to boast about the building's new features, the developments throughout the West Side and the exciting buzz about the expansion ahead. From digital videos to digital signage, we have worked diligently to communicate our achievements and the advantages of hosting events in the capital of the world. And we just issued the organization's latest prospectus—highlighting new services, new transportation methods and new details about the dynamic spaces being constructed as a part of the upcoming expansion. A digital version is available on our website.

GETTING MORE SOCIAL

In 2015, the Javits Center focused more resources on expanding its online presence, supporting our customers, our neighbors and the Empire State by regularly posting new content on five channels, Facebook, Twitter, Instagram, LinkedIn and YouTube. As a result, our online followers increased 150% overall as our digital team engaged with more and more customers and community members and posted a range of content, from employee profiles to green roof tour contests to a video of the 300,000 honey bees thriving on our rooftop. On Facebook alone, the number of fans increased 36% compared to the previous year.

A Sustainable Future

“No building in New York City has done more for the area’s bird population than the Javits Center, and the results of our study reflect that commitment.”

—Kathryn Heintz, Executive Director of New York City Audubon

From the positive impacts of its renovation to the commitment of new leaders, the Javits Center has strived to work closely with the West Side community and improve the sustainability of the facility. In the past year, the Javits Center has partnered with a number of organizations to support the local community, improve the quality of life for our neighbors and demonstrate the importance of the exposition industry to New York. For example, the Javits Center donated hundreds of chairs to the American Red Cross and the Salvation Army for disaster relief purposes and helped event managers donate thousands of backpacks to local schools.

GREEN ROOF ACTIVITY

A centerpiece of our recent renovation, the building’s 6.75-acre, energy-saving green roof, serves as a natural habitat for a colorful variety of birds. According to a new study conducted by the New York City Audubon, more than 1,100 bird sightings were documented on the Javits Center’s green roof in 2015, representing 17 bird species—six more compared to the previous year. The green roof remains the only such roof in New York City with a colony of nesting Herring Gulls, which produced 14 chicks in 2015. The diversity of the bird species demonstrates the importance of the building’s green roof to the community’s ecosystem and its unique presence within New York’s dense urban landscape.

LEED SILVER CERTIFICATION

The Javits Center has achieved LEED Silver certification from the U.S. Green Building Council, the developers of the LEED building rating system. This certification follows the completion of a comprehensive renovation and revitalization that has transformed the Javits Center into a world-class facility for trade shows, conventions and special events. Led by the New York Convention Center Development Corporation, FXFOWLE, Epstein and Tishman Construction, an AECOM Company, the convention center’s historic renovation has reduced the building’s energy consumption by 26%, saving energy costs and improving the area’s quality of life.





REDUCING ENERGY

One initiative that has contributed to the building's energy reduction is the installation of variable air volume boxes in the ducts of the building's HVAC system. These digital boxes—managed from a single computer station—maximize efficiency by adjusting the amount of air coming inside based on ambient air temperatures and reducing the need for heating and cooling. We plan on installing 90 new boxes throughout the facility—in addition to the 135 existing devices—in order to further improve air flow building-wide and reduce our energy consumption.

NYC TOURISM CARES

For the second consecutive year, a group of dedicated Javits Center employees participated in Tourism Cares Day in New York, sponsored by NYC & Company. At Kaiser Park in the Coney Island section of Brooklyn, Indira Turney, John Bryan, Erika Quiroz, Alexandra Ancy and Gabriella Ortega were part of more than 150 volunteers, who all came together in celebration of U.S. Travel Rally Day, a key event held during National Travel & Tourism Week. With support from community members, the group collected trash and weeded, planted, and mulched trees—all designed to improve the community. NYC & Company is New York City's official marketing, tourism and partnership organization, and the Javits Center works closely with them to promote New York City as an ideal travel destination.

JAVITS JUNIORS

More than 200 children have participated in the Javits Juniors program, a new initiative designed to provide educational tours to local students. As a part of the program, Javits Center employees educate students about the mission and operations of the convention center, the importance of sustainable building and the positive impact of the exposition industry on the New York region.

Financial Statement

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ASSETS		
Current Assets		
Cash	\$5,297,740	\$2,751,553
Short-term investments	63,768,616	61,490,642
Accounts receivable, net of allowances of \$1,207,609 in 2016 and 2015	3,969,199	8,112,774
Unbilled show costs	17,437,015	5,833,856
Other assets	6,932,715	2,433,582
Total current assets	\$97,405,285	\$80,622,407
Property, Plant And Equipment, Net	39,413,201	32,890,811
Other Assets	4,780,038	4,197,508
Total assets	\$141,598,524	\$117,710,726
Deferred outflows of resources	\$ 2,589,400	\$ -

LIABILITIES AND NET POSITION		
Current Liabilities		
Accounts payable	\$12,673,780	\$7,204,481
Accrued expenses, current	13,018,437	17,049,649
Unearned revenue	33,838,007	19,685,957
Capital lease liability, current	2,095,970	1,803,592
Insurance claim reserve	3,512,311	543,886
Advance for capital improvements from affiliate	2,600,000	-
Other postretirement employee benefits obligation, current	405,072	353,071
Total current liabilities	38,143,577	46,640,636
Accrued expenses, net of current portion	728,573	888,326
Net pension liability	1,838,920	-
Capital lease liability, net of current portion	2,766,886	4,588,582
Other postretirement employee benefits obligation, net of current portion	35,759,311	33,443,435
Total liabilities	109,237,267	85,560,979
Deferred inflows of resources	\$ -	\$ -

COMMITMENTS AND CONTINGENCIES		
Net Position		
Invested in capital assets, net	39,413,201	32,890,811
Unrestricted - board designated for other postretirement employee benefit obligation	36,164,383	33,796,506
Unrestricted deficit	(40,626,927)	(34,537,570)
Total net position	\$34,950,657	\$32,149,747



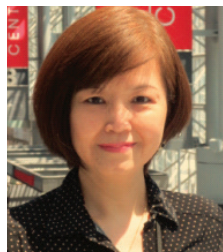
	03.31.16	03.31.15
Operating Revenue		
Event-related services	\$ 155,548,867	\$ 137,362,793
Space rentals	27,608,081	25,393,920
Concession commissions	6,401,660	5,886,677
Advertising and other income	1,399,761	1,343,311
Total operating revenues	190,958,369	169,986,701
Operating Expenses		
Employee compensation and benefits	151,609,474	139,421,863
Facility operating expenses	18,674,818	16,171,879
Selling, general and administrative expenses	8,191,285	7,310,988
Annual other postemployment benefits expenses	2,776,635	2,568,114
Total operating expenses	181,252,212	165,472,844
Operating income before depreciation and amortization	9,706,157	4,513,857
Depreciation and amortization	4,442,240	3,375,151
Operating income	5,263,917	1,138,706
Non-Operating Revenues and (Expenses)		
Impairment of fixed assets	(2,689,050)	-
Interest income (expense), net	13,447	(44,080)
Total non-operating expenses	(2,675,605)	(44,080)
Net Income	2,588,314	1,094,626
Net Position, Beginning		
Prior Period Adjustment Related to Adoption of Pension Accounting Standard (Note 1)	212,595	-
Net Position, Beginning, Adjusted	32,362,342	31,055,121
Net Position, Ending	\$34,950,657	\$32,149,747

Employees of the Month



The backbone of the Javits Center is its elite workforce of 5,000 employees who are dedicated to coordinating and constructing hundreds of events and exhibits while maintaining the busiest convention center in the United States. An Employee of the Month program was established to recognize their achievements and honor their commitment to the Javits Center, the exposition industry and New Yorkers. Below is a list of the 2015 winners.

ADMINISTRATION



Tammy Mui
Administrative
Assistant,
Security and Safety
Solutions



Deirdre O'Connell
Assistant Controller



Evonda Roberston
Senior Events Solutions
Manager



Ken Martin
Manager,
Event Security
and Safety



Christopher Rocco
Public Safety Supervisor



Linda Perez
Exhibitor Solutions
Representative



Kurt Roper
Network Operation
Center Engineer



Reno Achmad
Exhibitor Solutions
Representative



Jody Channer
Carpenter/Teamster
Operations Manager

OPERATIONS



Belkis Francisco
Cleaner, Environmental
Solutions



Brigitte Mooney
Engineering
Coordinator



John Combs
Environmental
Solutions



Semil Uzun
Show Extra Plumber



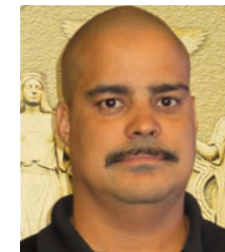
Evelyn Fuentes
Environmental
Solutions
Supervisor



Gledwin Ortiz
Environmental
Solutions
Supervisor



Josephina Olivo
Part-Time Cleaner



Alexis Nunez
Public Safety Officer/
Command Center
Technician



**Martin Mercedes
Paulino**
Environmental
Solutions
Supervisor

EXHIBIT LABOR



Francis Leale
Show Carpenter,
Journeyman



Francis McManus
Electrician Journeyman



Linda Buckley
Journeyman Carpenter



Robert Jong
House Electrician



Alfred Collins
Freight Handler



Andrew Dipierno
Journeyman Carpenter



John Franke
Journeyman Carpenter



Thomas Moraski
Show Electrician



Carlos Diaz
Show Electrician



Manfred Adjin-Tetty
Journeyman Carpenter



2015-2016 Event Schedule

APRIL 2015

- 16-17 INSIDE 3D PRINTING CONFERENCE AND EXPO
- 17 CUNY BIG APPLE JOB AND INTERNSHIP FAIR
- 17 KELBY MEDIA PHOTOSHOP
- 19 COLLEGE FAIR NACA
- 21-23 INTERPHEX
- 22-23 ASIS NEW YORK CITY CHAPTER TRADE SHOW
- 24-26 GREEN FESTIVAL 2015
- 27-29 ACCESSORIE CIRCUIT INTERMEZZO COLLECTIONS
- 27-29 ACCESSORIES THE SHOW MODA FAME FASHION 2 GO

MAY 2015

- 05-07 LIGHTFAIR INTERNATIONAL
- 05-06 THE ASI SHOW
- 11-13 ROBOUNIVERSE
- 12 ROBIN HOOD DINNER DANCE
- 13 GNYHA AWARDS 2015
- 14 NBC UNIVERSAL CABLE UPFRONT 2015
- 16 FINANCIAL RISK MANAGERS EXAM
- 16-19 INTERNATIONAL CONTEMPORARY FURNITURE FAIR
- 19 PARSONS FASHION BENEFIT
- 17-20 NATIONAL STATIONERY SHOW SURTEX
- 21 MARKET NEW YORK EXPO
- 21 FIT 2015 COMMENCEMENT EXERCISES

- 21 NYC PLUMBING AND FIRE PROTECTION EXPO
- 22 THE NEW SCHOOL 2015 COMMENCEMENT
- 27-31 BOOK EXPO AMERICA AND BOOK CON 2015

JUNE 2015

- 01-02 ERNST AND YOUNG FSRM PROGRAM
- 03 THE JED FOUNDATION GALA
- 04 SMALL BUSINESS EXPO
- 04 CHILDRENS AID ALL STAFF SUMMIT
- 06 CHARTERED FINANCIAL ANALYST EXAM
- 09-11 MD&M EAST EASTPACK AD&M ATX EAST PLASTEC EAST PHARMAPACK NORTH AMERICA HBA GLOBAL
- 09-11 CLOUD COMPUTING EXPO 2015
- 13 METROPOLITAN GRADUATION 2015
- 16-18 SALESFORCE
- 17-19 CANNABIS BUSINESS EXPO
- 18-20 INTERNATIONAL FRANCHISE EXPO
- 19 PROMOTION DAY
- 23 TCI 2015 GRADUATION
- 28-30 SUMMER FANCY FOOD SHOW

JULY 2015

- 07 LAW REVIEW COURSE
- 08-09 AMAZON WEB SERVICES USER SUMMIT
- 09-10 DALAI LAMA TEACHINGS
- 12-15 AMMA TOUR

- 18-19 THE VOICE AUDITIONS
- 19-21 MRKET VANGUARD
- 19-21 PROJECT NEW YORK
- 20-21 AGENDA
- 21-23 TEXWORLD USA HOME TEXTILES FABRIC SOURCING EXPO AND INTERNATIONAL APPAREL SOURCING SHOW
- 25 SNEAKER CON 2015
- 26-28 JA NEW YORK SUMMER SHOW
- 28-29 LAW EXAM
- 29 IT ROADMAP CONFERENCE AND EXPO

AUGUST 2015

- 02-04 CURVENY
- 02-04 ACCESSORIE CIRCUIT INTERMEZZO COLLECTIONS
- 02-04 ACCESSORIES THE SHOW MODA MANHATTAN FAME FASHION 2 GO
- 02-04 CHILDRENS CLUB-FWD
- 15-19 NY NOW THE MARKET FOR HOME AND LIFESTYLE
- 30-02 THE RUG SHOW 2015

SEPTEMBER 2015

- 09-11 CANON EXPO
- 10 NEW YORK STATE GAMING COMMISSION
- 13-15 ROSH HASHANAH SERVICES
- 19-21 FASHION COTERIE SOLE COMMERCE FWD

- 19-21 MODA ACCESSORIES THE SHOW FAME EDIT STITCH
- 22-23 YOM KIPPUR SERVICE
- 26 THE SOLEXCHANGE SNEAKER SHOW
- 26-27 WRITERS WORKSHOP
- 29-30 SMX EAST
- 29-01 STRATA AND HADOOP WORLD

OCTOBER 2015

- 01-02 SUNY COLLEGE NIGHT
- 08-11 NEW YORK COMIC CON
- 17-18 PEOPLE EN ESPAÑOL
- 17-18 CIRCLE OF SISTERS
- 18-20 CHILDRENS CLUB
- 22-24 PDN PHOTO PLUS INTERNATIONAL CONFERENCE
- 23-25 LUEUR 2015
- 24 BIG APPLE COLLEGE FAIR
- 25-27 JA SPECIAL DELIVERY
- 27 BIZ BASH 2015
- 27 NEW YORK BUSINESS EXPO AND CONFERENCE
- 27 PERFORMING AND VISUAL ARTS COLLEGE FAIR
- 29-31 NEW YORK CITY MARATHON
- 30-01 AUDIO ENGINEERING SOCIETY
- 30-01 STREAM CON 2015

NOVEMBER 2015

- 04-05 AD TECH EXPO
- 08-09 BOUTIQUE DESIGN NEW YORK
- 08-10 HX THE HOTEL EXPERIENCE
- 05-06 MICROSOFT CLOUD ROADSHOW
- 11-12 CONTENT AND COMMUNICATIONS WORLD
- 11 CISCO NETWORKERS NEW YORK
- 14-15 I CAN DO IT
- 12 MORRIS CERULLO WORLD EVANGELISM

- 17-19 CHEM SHOW
- 18 SALESFORCE
- 15 NEW YORK NATIONAL PORTFOLIO DAY 2015 HOSTED BY FIT
- 18-19 ISC EAST
- 18-20 PRI MED
- 21 FINANCIAL RISK MANAGERS EXAM
- 22-24 CLARITY RESEARCH CLINIC
- 29-02 GREATER NEW YORK DENTAL MEETING

DECEMBER 2015

- 02 NEW YORK PRODUCE SHOW AND CONFERENCE 2015
- 07-08 ICSC NEW YORK NATIONAL CONFERENCE AND DEAL MAKING
- 05 CHARTERED FINANCIAL ANALYST EXAM
- 11-13 PROGRESSIVE INTERNATIONAL MOTORCYCLE SHOW
- 10 NBA HOLIDAY PARTY 2015
- 12-13 MMA WORLD EXPO 2015
- 12 POLY FLOOR HOCKEY TOURNAMENT
- 19 ULTIMATE CHEER AND DANCE COMPETITION

JANUARY 2016

- 06-10 NEW YORK PROGRESSIVE BOAT SHOW
- 08-10 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 MILANO UNICA
- 24-26 MRKET VANGUARD
- 24-26 PROJECT NEW YORK

- 24-26 TEXWORLD USA
- 30-03 NY NOW THE MARKET FOR HOME AND LIFESTYLE

FEBRUARY 2016

- 05-10 2016 HAPPY CHINESE NEW YEAR FANTASTIC ART CHINA
- 13-14 PLAY FAIR 2016
- 13-16 AMERICAN INTERNATIONAL TOY FAIR
- 21-23 CURVENY
- 22-24 FASHION COTERIE SOLE COMMERCE
- 22-24 MODA ACCESSORIES THE SHOW FAME EDIT STITCH

MARCH 2016

- 02 HILLARY FOR AMERICA
- 03 KELBY MEDIA PHOTOSHOP
- 06-08 INTERNATIONAL BEAUTY SHOW
- 06-08 INTERNATIONAL ESTHETICS COSMETICS SPA SHOW
- 06-08 INTERNATIONAL RESTAURANT AND FOOD SERVICE SHOW OF NEW YORK
- 07-08 NEW YORK BUILD EXPO
- 11-13 COFFEE FEST NEW YORK
- 11-13 NEW YORK CITY FIRST ROBOTICS COMPETITION
- 12-13 23RD ORIGINAL LGBT EXPO
- 13-15 CHILDRENS CLUB
- 13-15 JA NEW YORK SPRING SHOW LUEUR 2016
- 13-15 MANUFACTURING JEWELERS AND SUPPLIERS OF AMERICA
- 25-03 NEW YORK INTERNATIONAL AUTOMOBILE SHOW



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Set-up and Event Solutions

See What's Next

“The expansion also helps bring the Javits Center up to the new global standard of convention centers already in place in major cities like Chicago, Paris, Tokyo, Geneva and Shanghai—turning Javits into one of the most desired convention centers across the globe.”

—Mark Schienberg, President of the Greater New York Automobile Dealers Association

There has never been a better time to visit the Javits Center. In addition to the facility's improvements and plans for the future, our location makes the Javits Center a destination like no other. The West Side is arguably the hottest new neighborhood in Manhattan: Hudson Yards, the High Line and other long-awaited developments have created a dazzling urban oasis—one that beckons new visitors and city residents and is already igniting business opportunities on a wholly unprecedented scale.

Thanks to Governor Cuomo's vision and commitment, the country's busiest convention center is about to get even busier. The massive expansion of the Javits Center will add dramatic new spaces and amenities designed to draw generations of new customers. Construction is slated to begin later this year, and sales and marketing strategies are being developed to reach a wider range of clients afforded by the building's increased size. In addition, new efforts to streamline service-ordering will soon begin, and the launch of updated training strategies and recruitment of new staff members will help to refine building-wide operations, ensuring a seamless transition to an expanded facility.

Our staff is the primary reason why nearly 40,000 companies exhibit here each year. And no one is more enthusiastic at the prospect of a reimagined Javits Center than the 5,000 administrative and construction professionals who organize and construct some of the largest trade shows in the world.

The expansion of the Javits Center will remake it into an even more exciting, sought-after icon for global business—in a neighborhood destined to propel its visibility and continued growth. At the new Javits Center, we can hardly wait for our exhibitors and attendees to **see what's next**.

Visit javitscenter.com for the latest.





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