



RSCVA STRATEGIC PLAN FOR FY15/16-FY19/20

MISSION STATEMENT: WHAT IS OUR CORE PURPOSE AND SCOPE?

“The mission of the RSCVA is to attract overnight visitors to Reno Tahoe lodging properties through tourism marketing, convention sales and facility operations, featuring local amenities, attractions and events; thereby enhancing the economic benefit and quality of life for Northern Nevada.”

VISION: WHAT DOES SUCCESS LOOK LIKE?

Our long-term measure of success is increasing overall hotel occupancy and average daily rate. The proposed hotel occupancy target is to achieve an average of 70% (both cash and comp) where the FY14/15 baseline is 67.8%. The proposed ADR target is \$100 by FY19/20, up from \$88 in FY15/16.

GUIDING PRINCIPLES



Focus on the core role and scope of the organization to increase visitation & room nights.



Work together as one region, not individual entities.



Balanced use of resources across infrastructure, sales, and marketing demands.



Adapt annually to address market demands, but also to stay on course.

STRATEGIC PRIORITIES & GOALS

1. Visitation/Destination Awareness: Increase the awareness of and access to Reno Tahoe through repositioning the destination in key growth markets. To grow destination awareness, the RSCVA will execute a repositioning of the destination around those aspects that competitively position the region – outdoor activities, arts/culture and innovative industries, and target three to five markets where the region has direct airlift capacity.

OVERALL VISITOR GROWTH: Increase destination awareness and visitor growth by 3-7% from target markets.

CASH OCCUPIED ROOMS: Increase overall cash occupied room nights through destination marketing, sales and facility improvement.

AIRLIFT: Increase airlift via financial support of new and existing air service in partnership with Reno-Tahoe International Airport.

SPECIAL EVENTS: Support special events by increasing the fund from \$300K to \$500K annually.

2. Direct Room Night Growth: Leverage the region's competitive strengths and event facilities to grow taxable room nights. The RSCVA originates room nights through six lines of business – Group Meetings/Conventions, Bowling, Concerts, Equestrian, Sports and Leisure Sales. The projected growth over the next five years will come from sports and group meetings/conventions due to the market momentum in both of those areas from direct sales efforts.

PRODUCED ROOM NIGHTS: Grow room nights from 230,000 in FY15/16 to 300,000 by FY19/20.

GROUPS/CONVENTIONS: Increase this segment's 14% share of annual visitation by raising destination awareness to position Reno Tahoe as a "player" in the corporate meetings and conventions industry.

SPORTS: Maintain market share in core sports (basketball, volleyball and baseball) while expanding into sports with different demand periods.

BOWLING: Leverage the NBS as the best facility in the country by partnering with USBC to make the most of the booked events.

EQUESTRIAN: Retain the current business with modest expansion into mid-sized Western Region events.

CONCERTS: Grow room nights back to 20-25,000 RNs per year by doubling the number of concerts/ticketed events from the FY15/16 actual of 15 to 30 per year by FY19/20.

3. Facility Efficiency: Efficiently and effectively operate all RSCVA facilities to support visitor growth and community benefit. The RSCVA operates five facilities: the Reno-Sparks Convention Center (RSCC), the Reno-Sparks Livestock Events Center (RSLEC), Wildcreek Golf Course, the National Bowling Stadium (NBS) and the Reno Events Center (REC). The last two are owned by the City of Reno, with capital improvements funded through \$2 of the downtown Surcharge Fund. The RSCC, RSLEC and Wildcreek are owned by the RSCVA, with capital improvements funded through the RSCVA budget. With the improving economy, upgrades are proposed for all facilities with potential for improvement in overall cost per room night.

RSCC: Invest in upgrading the facility to modernize the technology and interior spaces.

REC: Reduce the overall operating cost through shared staffing resources.

NBS: Target a minimal operating cost while maintaining USBC business. Establish focused sales practices to secure new business.

RSLEC: Capital expenditure targeted at maintaining current livestock and equine events and driving new sports business.

4. Organizational Sustainability: Enable the organization to support the growth and development of people, processes & technology improvements. The team will focus on improving partnerships and collaboration with key events, hotel properties and regional partners. Additionally, the plan outlines investing in technology and people to support the overall growth strategy over the next five years.

PEOPLE: Create a vibrant culture that is wholeheartedly focused on the mission and vision of the organization.

PARTNERSHIPS: Increase partnership and collaboration with key stakeholders and special events to align priorities, resources and data.

TECHNOLOGY: Implement a single database/system to manage all events from lead through completion – both sales and facilities.