

**Reno-Sparks Convention & Visitors Authority
Special Meeting of the Board of Directors
Meeting Minutes
Thursday, December 9, 2021**

The Board of Directors of the Reno-Sparks Convention & Visitors Authority met at 9:00 am on Thursday, December 9, 2021. The meeting was properly noticed & posted in compliance with the Nevada Open Meeting Law.

A. OPENING CEREMONIES

A1. Call to Order

Chair Bob Lucey called the meeting to order at 9:03.

A2. Pledge of Allegiance

Chair Bob Lucey asked John McGinnes, Executive Director of Sales at the Atlantis Resort & Casino, to lead the Pledge of Allegiance.

A3. Roll Call

The Clerk of the Board took roll call.

Board Members Present:

Councilwoman Charlene Bybee
Andy Chapman
Shannon Keel
Commissioner Bob Lucey
Rick Murdock
Mayor Hillary Schieve
Jessica Sferrazza
Ann Silver
Mark Sterbens

Board Members Absent:

RSCVA Executive Staff Present:

Charles Harris, President & CEO
Michael Larragueta, Vice President of Sales
Courtney Jaeger, Vice President of Finance (via Zoom)
Christina Erny, Director of Marketing

RSCVA Legal Counsel:

Ben Kennedy, Dickinson Wright
Molly Rezac, Ogletree, Deakins, Nash, Smoak & Stewart

B. COMMENTS FROM THE FLOOR BY THE PUBLIC

None

C. APPROVAL OF THE AGENDA OF THE DECEMBER 9, 2021, REGULAR MEETING OF THE BOARD OF DIRECTORS

Chairman Lucey stated that due to a posting error, items E1, E2, and G2 would be removed from today's agenda and moved to the January 27, 2022 Board of Directors meeting.

Motion: Move to approve the December 9, 2021 agenda as amended.

Moved by: Member Sterbens

Seconded by: Member Schieve

Aye: Member Bybee, Chapman, Keel, Lucey, Murdock, Schieve, Silver, and Sterbens

No:

Absent: Sferrazza

Abstain:

Vote: Motion passed unanimously

D. APPROVAL OF MINUTES OF NOVEMBER 12, 2021, REGULAR MEETING OF THE BOARD OF DIRECTORS

Motion: Move to approve the minutes of the November 12, 2021, Special Board of Directors meeting as presented.

Moved by: Member Schieve

Seconded by: Member Silver

Aye: Member Bybee, Chapman, Keel, Lucey, Murdock, Schieve, Silver, and Sterbens

No:

Absent:

Abstain:

Vote: Motion passed unanimously

E. BOARD MATTERS

- E1. **RSCVA Board Appointment of the Nevada Resort Association (NRA) Board of Director's seat pursuant to NRS 244A.601(1)(d)(2)**

Item pulled from the agenda.

- E2. **RSCVA Board Appointment of Incline Village Crystal Bay Visitor Bureau (IVCBVB) Board of Director's seat pursuant to NRS 244A.601(1)(d)(2)**

Item pulled from the agenda.

F. BOARD RETREAT/STRATEGIC PLAN UPDATE WORKSHOP

- F1. **Review, Discussion, and Possible Direction to Staff and/or RSCVA Strategic Planning Consultants on the Three-Year Strategic Plan for the RSCVA**

Charles Harris, President & CEO, introduced Paul Ouimet & Greg Oates with MMGY NEXTFactor Enterprises Inc. Mr. Harris stated that the RSCVA hired MMGY NEXTFactor to create a new three-year Strategic Plan. He added that Mr. Ouimet would walk the Board through the Destination Next study, the community surveys conducted in August, and then touch on the three-year Strategic Plan. Mr. Harris said that this is not an action item and the final strategic plan would come back to the Board in the spring.

Paul Ouimet, President & CEO of NEXTFactor, stated that the purpose of the collaboration between NEXTFactor and the RSCVA is to develop a three-year strategic plan. He added that there is nothing formal being introduced today, but rather a presentation of the current thinking of the authority's management team. Mr. Ouimet discussed the strategic plan elements which include vision, mission, goals, initiatives, targets, and values. He reviewed top trends for DMO's (Destination Marketing Organizations) worldwide. Finally, Mr. Ouimet turned the presentation over to Mr. Greg Oates to discuss the results from the destination study interviews.

Chairman Bob Lucey and Charles Harris stepped away from the meeting at 10:18 am and returned at 10:34 am.

Greg Oates, Senior Vice President-Innovation with NEXTFactor, presented the destination study results. He stated that he and Mr. Ouimet conducted twenty-six interviews and asked three questions 1) what are the major opportunities for the destination, 2) what are the major issues for the destination, and 3) what are the priorities for the DMO. He discussed the destination opportunities that came up during the interviews. He said that the top discussion items were strong recovery, demand for outdoor recreation, economic development & growth of key sectors, improved brand, expanded business events & major festivals. Mr. Oates also discussed the destination issues uncovered in the interviews. He stated that the top issues included air service, downtown & homelessness, workforce development (childcare & affordable housing), lack of Board alignment, brand beyond gaming, and public transportation.

Chairman Bob Lucey and Mayor Hillary Schieve stepped away from the meeting at 10:45 am and returned at 11:06 am.

Mr. Ouimet discussed destination alignment variables and the stakeholder group responses to the survey. He spoke about the destination strength: highest and lowest variable scores. Mr. Ouimet also talked about key takeaways and opportunities for improvement.

Meeting break: 11:08 am to 11:26 am.

Chairman Bob Lucey called the meeting back to order at 11:26 am and stated that in the interest of time, Mr. Harris would give the Board the next steps for the strategic plan process.

Charles Harris stated that the RSCVA would reconvene with the full Board participation to discuss the remainder of the presentation, including the mission and values, at the Board of Directors meeting in March 2022.

G. PRESENTATIONS

G1. Marketing Update

Christina Erny, Vice President of Marketing, provided an RSCVA Marketing update. She discussed marketing research that included the 2019 Visitor Profile Summary. In addition, she discussed Persona Overview, Micro-Targeting, and Influencer Integration. Ms. Erny shared the authority's Recharge Campaign and Winter Media Plan. Finally, she turned the meeting over to Ben McDonald for a PR update.

Member Jessica Sferrazza joined the meeting at 11:38 am

Ben McDonald, Director of Communications, gave the Board a Public Relations update for 2021-22. He stated that some communications include weekly consumer emails, travel trade newsletters, sports events newsletters, and daily/weekly local emails.

Member Chapman requested a copy of the marketing deck and asked about the winter target market.

Ms. Erny said that the RSCVA has become more focused on the western region of the US. She added that the authority changed its strategy from target markets (i.e., San Francisco, Seattle, and Los Angeles) to a radius approach, which means going after the persona rather than the geolocation.

Chairman Lucey asked if the RSCVA has branding that targets families or seniors.

Ms. Erny responded by saying that the authority had just wrapped up a film project centered around four families. She added that the RSCVA expanded the demographic of the target audience to include a more comprehensive age range.

Chairman Lucey discussed aggressive tourism where individuals want to get out and travel, but perhaps to a drivable market or a close flight. He commended the staff on its messaging that the destination is easily accessible and it is safe to bring families, sports teams, etc., to the region.

Charles Harris stated that the marketing team is working to bring a hugely popular influencer family to the area. He added that this family has over 2 million followers. Mr. Harris added that he just accompanied the Reno Tahoe Airport Authority to Dallas to meet with executives of Southwest airlines to bring in additional air service to the region.

Member Rick Murdock asked staff to look at Esports and gaming influencers in addition to those that enjoy the outdoors.

Member Jessica Sferrazza stated that she would like to see more coverage of our national assets like the bowling stadium or automobile museum.

Rick Murdock suggested that the RSCVA work with the university to bring more sports groups to the area.

Member Charlene Bybee asked if staff is looking at local individuals to tell the story of this community. She stated that those stories could be very powerful.

Ms. Erny agreed with Member Bybee and said that the marketing team met with a local artist who described his art and what Reno's Neon Line District means to the community. She went on to say that this type of story is more of a content piece, but the team is working on more of that messaging.

Member Ann Silver mentioned that the Chamber had a very successful event, The Business of Sports, with the NBA Commissioner yesterday. She said that there are ways to encourage visitors to experience all of our local sports venues and highlight the sports-oriented culture that Reno has to offer.

G2. Discussion Regarding Special Events Funding

Item pulled from the agenda.

H. BOARD MEMBER COMMENTS REGARDING ITEMS FOR FUTURE MEETINGS

Chairman Lucey stated that he would like to see the following three items brought back for discussion:

1. A presentation of the operations plan for the ASM changeover to be introduced at the January 27th Board meeting.
2. Provide the Board with more context regarding the results of the destination study regarding the challenges the area faces. He gave the example of destination alignment, health & safety concerns, and transportation.
3. Next steps for the roll-out of the Strategic Plan. He asked that the meeting be separate from a Regular Board of Directors meeting.

Member Sferrazza suggested that the RSCVA look at the Urban Land Institutes Virginia Street study and incorporate some of those recommendations in the Strategic Plan. She also asked that the RTAA present at a future meeting.

Chairman Lucey suggested that NDOT participate in the Strategic Plan as well.

Mayor Hillary Schieve suggested that the authority participates in forming a Bowling Committee. She also addressed the importance of the downtown area and the Truckee River.

I. COMMENTS FROM THE FLOOR BY THE PUBLIC

None.

J. ADJOURNMENT

Meeting adjourned at 2:15 pm

To view the full meeting recording, please visit the RSCVA Board of Directors Meeting YouTube page at: <https://www.youtube.com/watch?v=GvPXMcrCtmU&t=7732s>