



Reno-Sparks Convention and Visitors Authority

Annual Plan

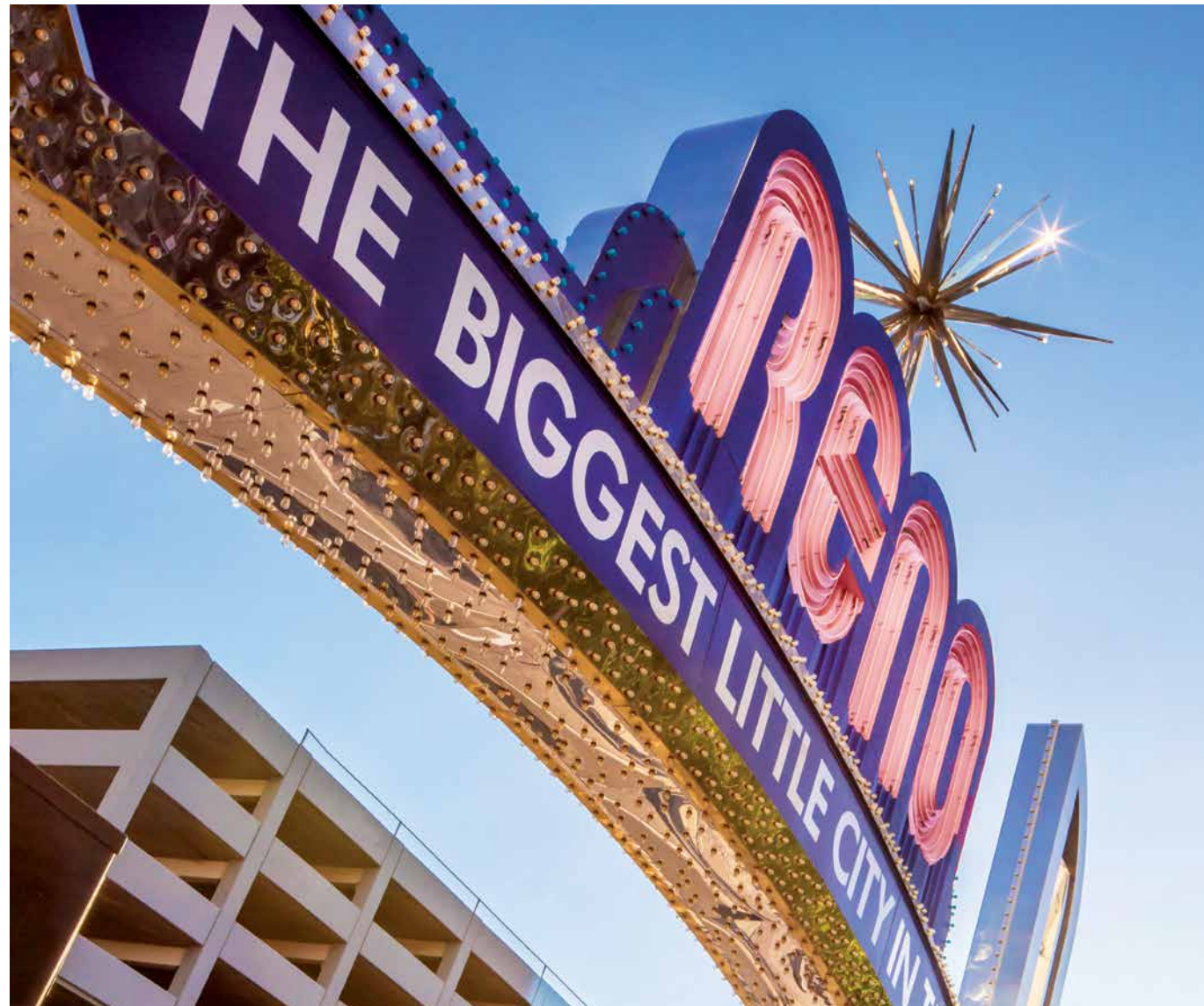
2022

2023



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Over the past two years, Reno Tahoe has experienced unprecedented challenges as well as unprecedented success. The global travel industry experienced hardship, Northern Nevada gaming hotels were shuttered and thousands of families across the U.S. were unable to travel to visit sick loved ones or to celebrate the lives of those they lost. Through the trials and tragedy of the COVID-19 pandemic, Reno Tahoe was forced to restructure in an effort to remain solvent and to continue serving the communities of Northern Nevada. Planning and perseverance assured the success of this organization and that of the destination, and we continue to press forward with intention, with integrity, and with the support of our Board of Directors.

During Fiscal Year 2021-2022, a new, three-year Strategic Plan was adopted to identify short-term initiatives and long-range, far-reaching philosophies about how a Destination Marketing Organization can become a Destination Management Organization. Sustainability and development are aspirational aspects of what a DMO can be, and how an organization like Reno Tahoe can work with local businesses and government to improve the visitor experience by first enhancing the quality of life for residents.

Our duty to the communities of Northern Nevada is to attract visitors to drive and maintain the economic engine of Washoe County. The challenge we are now accepting, as Reno Tahoe, is to expand our involvement, maximize our community benefit, promote positive and sustainable growth, and ensure the continued health and wealth of our diversified economy. Reno Tahoe's evolution will be crucial to the future of tourism in Northern Nevada and, through the direction of our Board of Directors, it is our commitment to further support the visitor and resident experience, via stewardship, development, representation, and the power of travel.

On behalf of all of us at Reno Tahoe and our Board of Directors, I'm grateful for the support from all the communities of Northern Nevada, as we continue our work to make Reno Tahoe the preferred outdoor, gaming and event destination.

Charles Harris
President and CEO
Reno Tahoe

MISSION

Attract overnight visitors to Reno Tahoe while supporting the sustainable growth of our communities.

VALUES

Collaboration

We seek out internal and external perspectives, emphasizing an inclusive approach.

Integrity

We always keep our word and do the right thing.

Transparency

We share information to create open and honest communication.

Ambition

We put in the hard work to enhance the quality of life for visitors and all Northern Nevada residents.

People

We invest in the diverse experience and expertise of individuals who positively impact the communities we serve.

**PURPOSE**

Each year the RSCVA develops and publishes an integrated annual plan that outlines the goals, strategies and tactics that work in unison to deliver on our strategic vision. The individual strategies and tactics within the plan are measured, optimized, and reported to the Board of Directors and Marketing Subcommittee on an ongoing basis.

STATE OF THE INDUSTRY

The Outlet for Troubling Times

Americans have returned to

80%

of pre-pandemic lifestyle activities and participation

Nearly

90%

of those surveyed have trips planned and 60.6% say leisure travel is a high priority in their budget for the next three months

71%

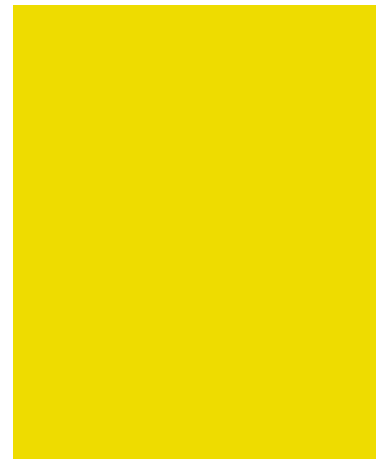
of US adults are comfortable going on vacation

Travel recovery continues to grow and concern over COVID-19 has reduced. However, new concerns have come to light and continue to impose anxiety and worry over consumers. The economy and inflation, war, climate, a recession, and various societal issues are at the height of international and national consumer concern. This new cluster of menacing macro issues brings with it a heightened sense of risk and is currently posing a combination of apprehension and enthusiasm on Americans.

The good news is some normalcy has returned and travel continues to be prioritized by Americans. According to Kantar U.S. Monitor research, Americans have returned to 80% of pre-pandemic lifestyle activities and participation. Live music, schools, gyms, restaurants, and leisure travel continue to rebound. In May 2022, Destination Analysts reported more than half of American travelers – and over 60% of those Millennial or Gen Z age – feel largely that there is normalcy, a 20+ point climb from the start of 2021. Nearly 90% of those surveyed have trips planned and 60.6% say leisure travel is a high priority in their budget for the next three months. Results of new research reported by Travel Pulse indicate travelers are prioritizing whom they're vacationing with over where they're heading. And although Americans do reveal a weariness about the pandemic's future, it has not currently impacted their excitement for travel nor their confidence in their ability to travel safely. Morning Consult reports 71% of U.S. adults are comfortable going on vacation, 15 points higher than at the start of this year.

As consumers are displaying high confidence in the safety of travel, they're also blending work and play. Referred to as The Great Merging, how we live, work, socialize, and travel has all merged into one another. Specifically, remote working has opened an opportunity for travelers to blend leisure vacations with work, permitting this group of 'laptop luggers' to extend their trips and travel more frequently during the mid-week and shoulder seasons. Data from Deloitte 2021 Holiday Travel Survey reveals more than half of these travelers added three or more days to the duration of their longest leisure trip due to remote working. We expect these numbers to grow and this group to expand in size.

Cultural trends also impact societal and consumer behavior. Identity activism, rethinking relationships, and planet protection are surging in online activity. After two years of isolating together, relationships are evolving, becoming more diverse and dynamic, leaving consumers looking for a variety of ways and places to connect. Consumers also want opportunities for self-expression and heritage celebration. And sustainability is much more than an interest or passion, it has become a core part of who people are, especially the younger generation Millennials, and Gen Z. Businesses and brands are being held accountable for sustainable practices and environmentalism, as well as authentic purpose and action. Now is the time for brands to make a difference and become the desired destination for U.S. travelers.



+13.9%

Taxable Room Revenue
from pre-pandemic
year FY2018-2019

-7.2%

Cash Occupied Room
Nights from pre-pandemic
year FY2018-2019

+22.8%

Average Cash Rates
from pre-pandemic
year FY2018-2019

The health of the Washoe County tourism industry is strong in part due to the diverse nature of destination experiences from gaming, nightlife, and entertainment to an exceptional natural environment that supports a multitude of outdoor recreation. The County also has a growing arts, culture and culinary community that is well-aligned to meet the needs of future travelers. With a growing population and continued investment from the tech industry, the County is experiencing low unemployment and a stable economy.

In June the RSCVA earned its reaccreditation, receiving the Destination Marketing Accreditation Program (DMAP) seal from Destinations International. The DMAP seal is awarded in recognition of the organization’s commitment to industry excellence and for meeting top industry standards for performance and accountability. The accreditation program requires a destination organization to successfully comply with a multitude of mandatory and voluntary standards that span a variety of performance areas. The standards cover nearly all aspects related to the management and marketing of destination organizations, including governance, finance, human resources, sales, communications, destination development and research. Reno Tahoe first earned the DMAP seal in 2010 and is among more than 200 destination organizations around the world to be recognized by the program.

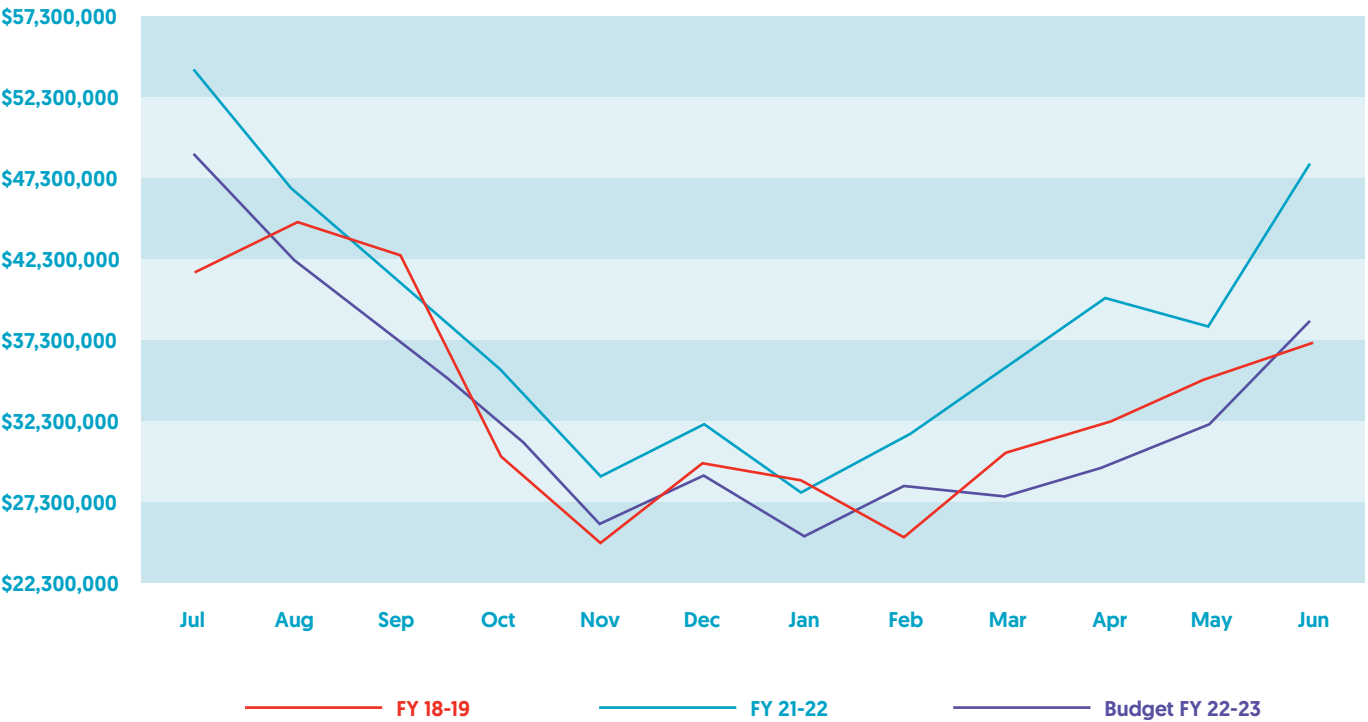
Throughout the past year, Washoe County produced record-setting numbers in two key metrics that reflect the health of Northern Nevada’s tourism economy. This shows that Reno Tahoe continues to be a desirable travel destination for a diverse and active audience who sees the region as a high-quality, value experience.

Taking advantage our of collective strengths, Reno Tahoe has a solid foundation from which to generate growth for Washoe County through the tourism economy.

Taxable Room Revenue - Washoe County

Month	Actual		Budget
	FY 18-19	FY 21-22	FY 22-23
July	\$41,424,217	\$53,830,709	\$48,722,855
August	\$44,483,946	\$46,261,278	\$41,991,041
September	\$42,554,492	\$40,952,127	\$37,397,906
October	\$30,171,237	\$35,235,666	\$32,195,019
November	\$24,707,237	\$28,705,559	\$25,921,798
December	\$29,774,489	\$32,088,533	\$29,034,837
January	\$28,502,864	\$27,867,470	\$25,232,400
February	\$25,140,512	\$31,286,558	\$28,339,321
March	\$30,258,098	\$35,421,808	\$27,688,192
April	\$32,226,425	\$39,677,765	\$29,575,113
May	\$34,884,475	\$38,117,814	\$32,060,018
June	\$37,029,240	\$47,560,295	\$38,308,511
Totals	\$401,157,234	\$457,010,853	\$396,467,011

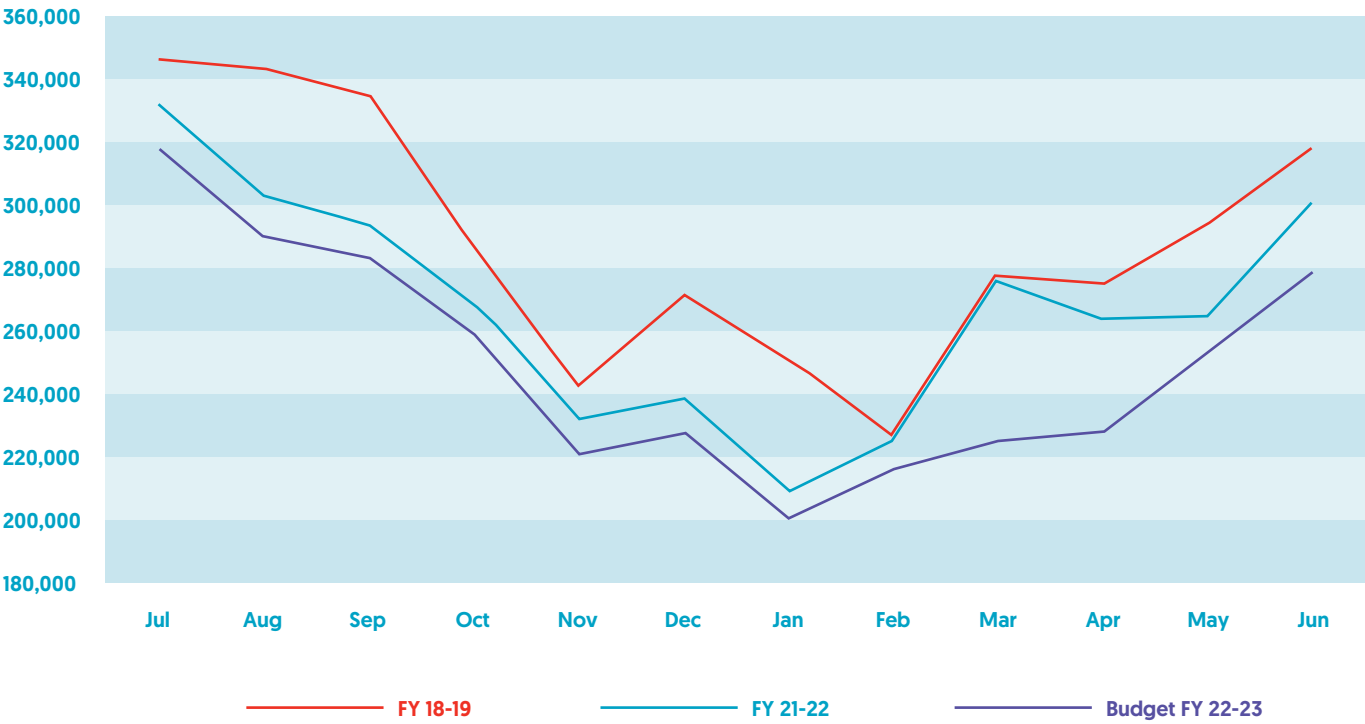
Taxable Room Revenue - All Market Segments



Cash Occupied Room Nights - Washoe County

Month	Actual		Budget
	FY 18-19	FY 21-22	FY 22-23
July	347,401	332,403	317,907
August	343,719	303,810	290,347
September	335,338	294,045	282,973
October	286,215	269,287	259,159
November	242,645	232,912	221,255
December	271,632	238,742	228,187
January	251,817	209,527	200,414
February	227,442	225,634	215,674
March	277,855	276,304	224,995
April	275,513	264,752	228,582
May	294,377	264,934	253,912
June	318,248	308,490	278,560
Totals	3,472,202	3,220,907	3,001,965

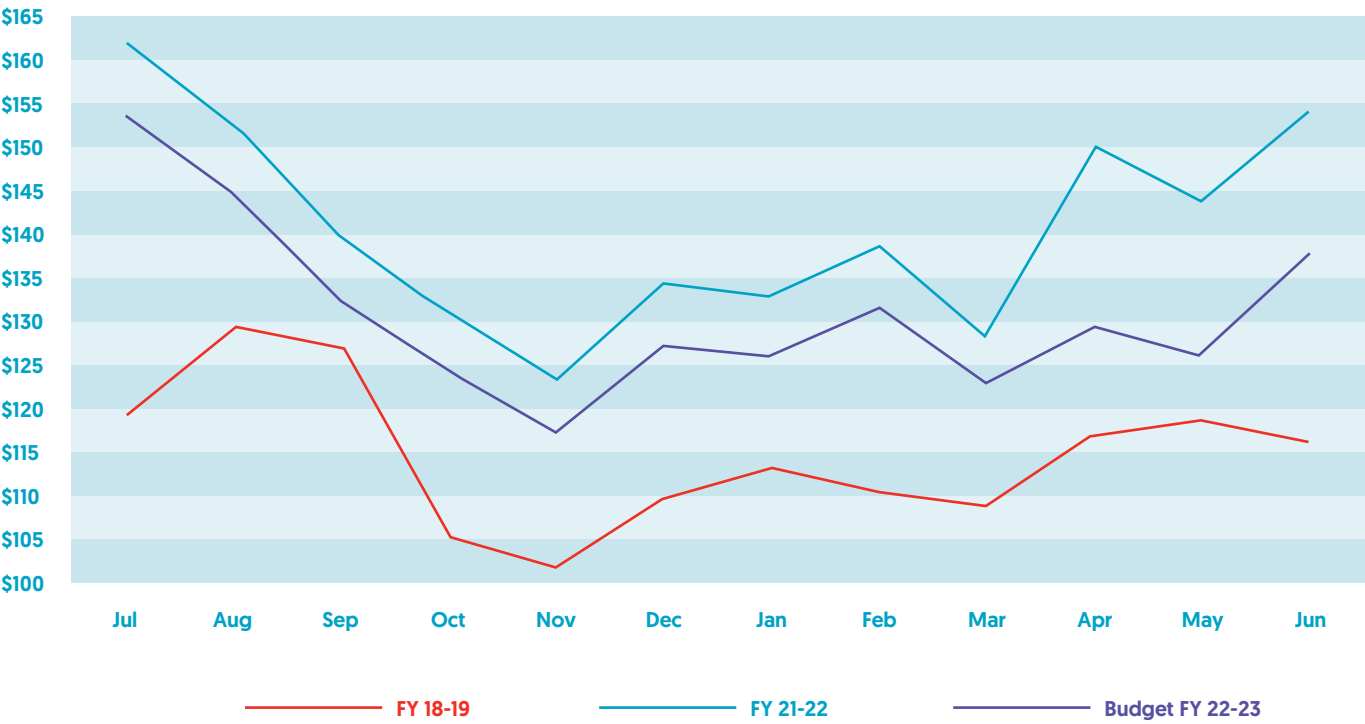
Cash Occupied Room Nights - All Market Segments



Average Daily Rate - Washoe County

Month	Actual		Budget
	FY 18-19	FY 21-22	FY 22-23
July	\$119.24	\$161.94	\$153.26
August	\$129.42	\$152.27	\$144.62
September	\$126.90	\$139.27	\$132.16
October	\$105.41	\$130.85	\$124.23
November	\$101.82	\$123.25	\$117.16
December	\$109.61	\$134.41	\$127.24
January	\$113.19	\$133.00	\$125.90
February	\$110.54	\$138.66	\$131.40
March	\$108.90	\$128.20	\$123.06
April	\$116.97	\$149.87	\$129.39
May	\$118.50	\$143.88	\$126.26
June	\$116.35	\$154.17	\$137.52
Totals	\$115.53	\$141.89	\$132.07

Average Daily Rate - All Market Segments



BACKGROUND

Over the last year the RSCVA management team and Board of Directors completed a comprehensive DestinationNEXT assessment of Reno Tahoe's destination strengths and stakeholder alignment. From this process, a comprehensive three-year strategic plan was created outlining new organizational goals, actionable initiatives and specific tactics. The new plan acknowledges the evolving role of destination marketing and management organizations and supports the ongoing development of Washoe County and the State of Nevada as leading tourism destinations. Recognizing a shared vision for success that is embraced beyond tourism, the plan pushes for positive change and development that benefits all.



Key focus areas of the strategic plan include:

- ✓ Establishing a unified, impactful brand for the destination. One that builds upon the current brand momentum and positioning
- ✓ Identifying and aligning marketing efforts toward the ideal customer base of the future
- ✓ Capitalizing on new markets of opportunity
- ✓ Leading a renaming and brand architecture exercise to address inconsistencies with nomenclature throughout the organization and its owned and managed facilities
- ✓ Developing a facilities management plan including improvements to the convention center district
- ✓ Promoting the redevelopment of downtown
- ✓ Reviewing board structure and governance along with organizational structure to address new goals
- ✓ Leveraging insights through the creation of a research and business intelligence unit
- ✓ Aligning sales strategies with key stakeholder priorities
- ✓ Improving resident and community support for the organization and its role in generating economic prosperity for the County and Cities through the tourism economy
- ✓ Supporting workforce development
- ✓ Working with the airport on expanding air service
- ✓ Identifying new and expanding existing events for Washoe County
- ✓ Developing a regional DMO network

Armed with this new strategic framework, the 22/23 Annual Marketing Plan sets in motion specific strategies and tactics aimed at advancing the outlined initiatives. Find a complete version of the Reno Tahoe Fiscal Year 22/23 – 24/25 Strategic Plan at [RSCVA.com](https://www.rscva.com)



ANNUAL PLAN GOALS & KEY INITIATIVES

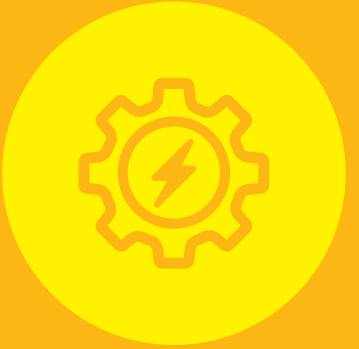
FY22/23 goals have been strategically bucketed into three pillars:

1



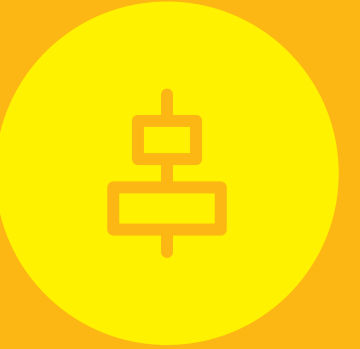
Sales & Marketing

2



Destination Management

3



Destination Alignment



SALES & MARKETING

More of Reno Tahoe's target audiences are visiting as a result of a clear and unified brand that inspires visitors and partners.

Core KPIs

* **220,400**
Convention Room Nights

* **500,000,000**
Paid Media Impressions

* **274,824**
Social Community

* **70:1**
Revenue to Ad Spend

* **2,244,000**
Website Users

* **1.3 Billion**
Earned Media reach

* **\$1 Million**
in Special Event Funding

* **2,746,865**
Web Sessions

* **8**
OTA/FIT programs and opportunities presented to hotels

* **296,940**
Partner Referrals

Budget

* **\$4,021,923**
Sales

* **\$12,081,999**
Marketing

Key Initiatives

Group Sales

Align and adapt to key stakeholders' sales strategies and priorities so that the organization is targeting properties' priority customers through group sales.

Communicate to the RSCVA Sales team each property's midweek and weekend group room night goal strategies

Measurable: Quarterly assessments of major stakeholders' needs periods will be evaluated and implemented into the overall sales strategy

Complete an assessment of all major stakeholders' ideal group requirements

Measurable: Determine stakeholders' post-COVID strategy adjustments including but not limited to: gaming demographic, food and beverage requirements, meetings duration, and potential for repeat bookings

Implement an annual hotel engagement program

Measurable: Organize quarterly meetings with hoteliers to strategize and share information on property upgrades, renovations, amenities, pricing and staffing

Tourism Sales

Align and adapt to key stakeholders’ sales strategies and priorities so that the organization is targeting properties’ priority customers through tourism sales.

Deploy Partnership Marketing program, targeting needs periods with key OTA, GDS, Receptives, Tour Operators and Airlines to prominently promote Reno Tahoe in the decision-making, planning and booking cycle

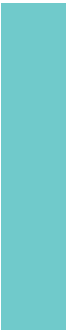
Measurable: Develop and present a minimum of eight partnership marketing programs during the opportunity periods of September-December 2022, January-March 2023 and April-June 2023. Programming to include, but not limited to, Expedia, Priceline, Sabre, Hotel Beds, Pleasant Holidays, SWA Vacations, Delta Vacations, ALG Vacations and American Airlines Vacations Spearfish, Red Hot Celebrations and Tour Operator Land

Refine multi-faceted sales platforms to include Travel Advisor Training, Communications, Sales Missions, FAMs, and Tradeshows

Measurable: Deploy a minimum of 12 monthly emails, and three or more live webinars to educate and encourage our national database of travel advisors, engaging Travel Nevada and/or Visit Las Vegas in regional sales missions, FAMs, tradeshows, and other partnerships

Implement programs utilizing actualized travel data, preparing prospecting reports for hotel partners, identifying true sellers of Reno Tahoe and supporting the improvement of partnership marketing programs

Measurable: Create biannual report, identifying group travel sellers of Washoe County and distribute to stakeholders for enhanced decision-making and collaboration



Organization & Destination Brand

Assess need to rebrand the organization so our community and clients are clear about who we are. Redefine the destination brand.

Audit, evaluate and establish clear name guidelines

Measurable: Internal leadership team to audit, evaluate and establish clear name guidelines, regarding the Reno-Sparks Convention and Visitors Authority, RSCVA and Visit Reno Tahoe

Develop and deploy organizational brand, updating necessary documents, systems and collateral

Measurable: Deploy recognition campaigns and update messaging, collateral and signage



Visitors

Identify, develop and serve the ideal customer base of the future so that we are attracting more affluent visitors who want to stay longer and visit more frequently.

Align vision with stakeholders to identify and develop the ideal future customer for leisure, sports, events, meetings and conventions, and travel trade

Measurable: Conduct stakeholder meetings to elicit input on the defining characteristics of future customers, and reinforce the destination's commitment to legacy guest profiles

Execute and analyze Visitor Profile Studies, developing strategies to identify and target updated audience profiles within leisure, events, sports, meetings and conventions, and travel trade segments

Measurable: Field an annual, targeted Visitor Profile Study and execute marketing campaigns based on user research



Events

Identify new, and evaluate opportunities to expand existing, annual events for Washoe County to generate additional room nights and economic impact.

Evaluate and update current guidelines of the Special Events Partnership Funding Program

Measurable: Review current guidelines and procedures for the Special Events Partnership Funding Program, and make suggested changes with approval of the Special Events Funding Subcommittee

Work with community partners to identify and vet new event opportunities

Measurable: Approve at least one "emerging" event for funding during each FY funding cycle

Identify resources needed to direct the new funding program and attract new events, and event producers, to Washoe County

Measurable: Obtain board approval for new guidelines earmarking additional special events funding, as approved by the board of directors



Reno Tahoe’s reputation as an excellent meetings and leisure destination is a result of more air service, a vibrant downtown, and dynamic convention experiences.

Performance Goals

\$5,938,000
Total Facility Operating Margin

Facilities client satisfaction

Resident sentiment

+/- 5%
Fiscal Year Budget

Budget

\$5,699,878
Facilities

Key Initiatives

Facilities Plan

Develop a long-term facilities plan so that RSCVA-managed facilities are efficiently operated. Complete Plan in FY23.

Maintain facilities and equipment, promote long-term cost-savings and greatly improve the customer experience

Measurable: Inventory and evaluate facility equipment and reintroduce appropriate maintenance schedules

Acquire, retain and engage staff, ensuring appropriate staffing levels and a high sense of employee responsibility and satisfaction

Measurable: Maintain facilities operation staffing at or above 90% on average

Implement training schedules and procedures in an effort to promote staff safety, facility efficiency and the lifespan and durability of equipment and capital improvements

Measurable: Conduct a minimum of two training sessions related to equipment operations, maintenance, and safety, as well as OSHA-mandated forklift certification



Air Service

Work with RTAA to maintain and expand year-round air service so that visiting and holding meetings in Reno Tahoe is easy and convenient.

Maintain and expand air service through sales, tourism, and media promotions

Measurable: Distribute monies from Air Service Fund to acquire, expand or maintain flights targeting airline education, long haul service and JetBlue NYC flight

Take an active approach to airline relations, and a leading role in the FY/23 — FY/25 advancement of RASC

Measurable: Maintain RASC affiliation

Encourage and assist airlines in their efforts to increase service and enhance destination partnerships

Measurable: Lead or assist in at least five marketing and/or air service partnerships with various airlines, or nonstop partner destinations, servicing Reno-Tahoe International Airport

Downtown

Encourage the redevelopment of downtown so that the visitor experience includes a walkable, vibrant downtown.

Convene Downtown Reno organizations, hotels, and small businesses to identify and prioritize needed upgrades, based on leisure and event planner/attendee feedback

Measurable: Engage downtown businesses and organizations, M&C clients and CAB on needs and potential initiatives to enhance offerings surrounding the downtown core

Establish or give greater support to a Downtown Reno taskforce to continually identify and aggregate potential funding sources for redevelopment

Measurable: Ensure there is an influential group of individuals advocating for the improvement and development of downtown Reno

Collaborate with City/County governments to establish short-term beautification, placemaking and security initiatives

Measurable: Work with elected officials to emphasize the importance of what “downtown” means in the visitor lexicon, and work to gain funding to support that vision



Convention Center District

Encourage improvements to the Convention Center District so that it meets attendee expectations for walkability, dining and shopping.

Commission a case study to identify and prioritize necessary development surrounding the Convention Center District

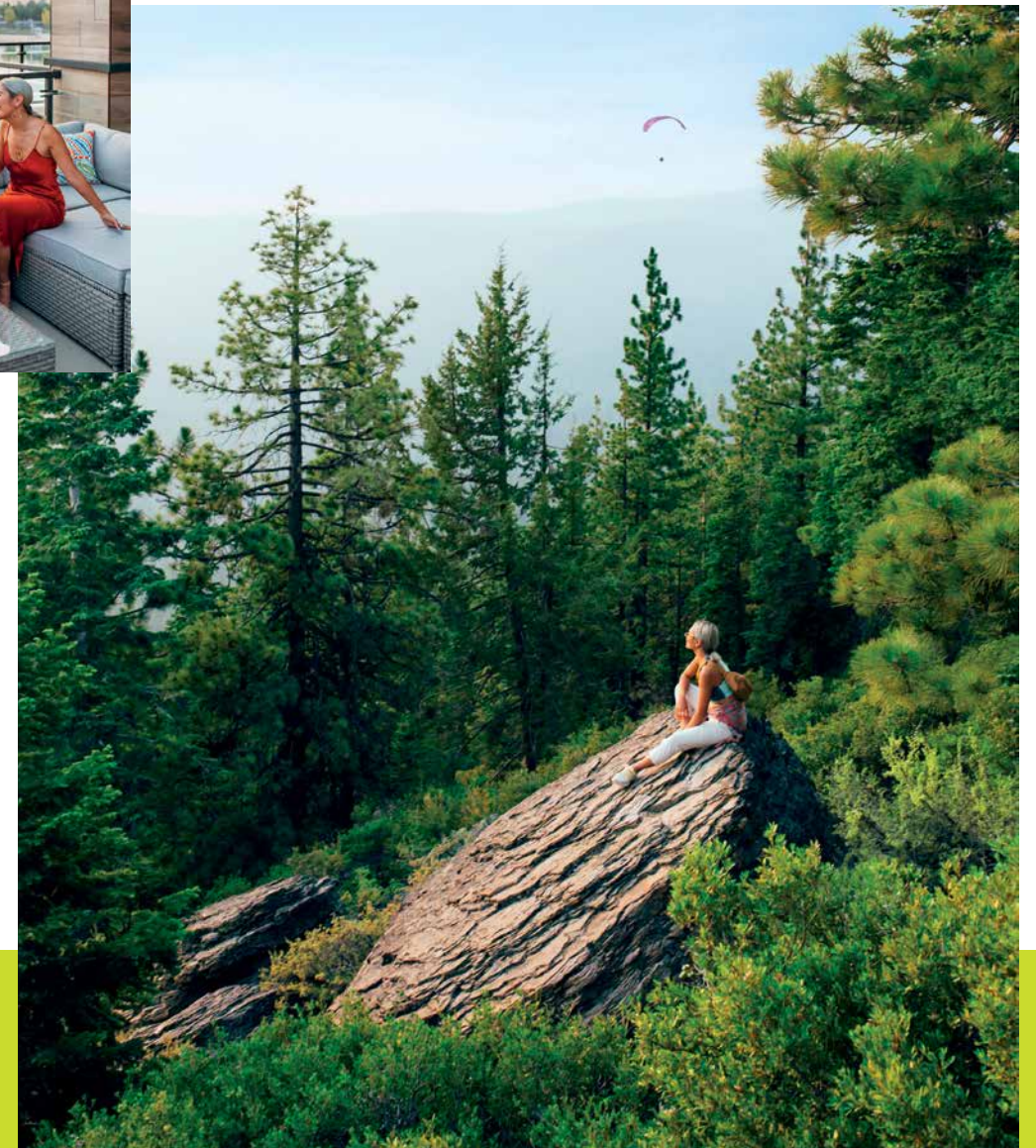
Measurable: Investigate and identify a research partner and establish a timeline for results and deliverables

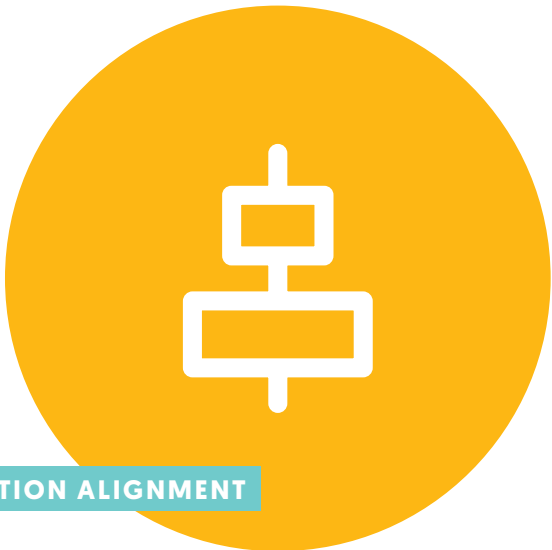
Establish a Convention Center District Improvement Committee comprised of board members, community partners and staff

Measurable: Determine the goals and the makeup of a new Convention Center District Improvement Committee, i.e. Board Members, stakeholders, industry, and community members

Develop sales and marketing strategies to promote the development of the district

Measurable: Engage marketing partners on potential strategies; to be planned and executed based on results of case study and direction from Improvement Committee






DESTINATION ALIGNMENT

The organization is seen as a leader driving the community’s reputation as an in-demand destination with amazing assets and special events.

Performance Goals

 Up to
\$1 Million
Capital Reserve Account

 Up to
\$2 Million
Rainy Day Fund

 Up to
\$3 Million
Annual Capital Funding

Key Initiatives

Community Engagement

Improve resident and community awareness of tourism and the organization so that residents understand our mission and are active ambassadors of tourism.

Audit and expand community outreach and engagement

Measurable: Identify additional individuals, businesses and program partners, curating new content and campaigns to promote destination development

Be active in the planning and promotion of community improvement initiatives, product development, and messaging related to goals identified by stakeholders, Washoe County, the City of Reno, the City of Sparks, Incline Village/Crystal Bay, Reno-Tahoe Airport Authority, Travel Nevada, RTC, NDOT, regional DMOs, and more

Measurable: Establish connections to regional planning agencies, supporting improvement projects that will promote long-term visitation to the destination

Continue proactive storytelling, public relations and informational campaigns throughout the destination

Measurable: Ensure positive local media coverage of Reno Tahoe accomplishments and initiatives

DMO Network

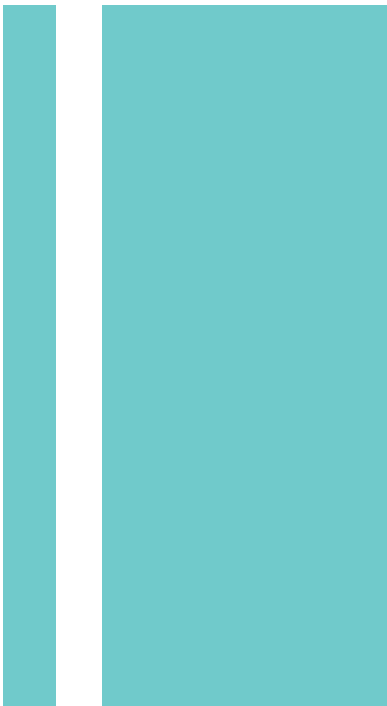
Develop a regional DMO network to share information and strategies to strengthen the region’s brand.

Administer regularly scheduled programming to enhance partnerships with Destination Marketing/Management Organizations

Measurable: Eight presentations will be coordinated with Visit Fallon, Visit Carson Valley, Travel North Tahoe Nevada, Visit Lake Tahoe, Virginia City Tourism Commission, Travel Nevada, Visit Carson City, Fernley Convention and Tourism

Build stronger relationships and expedite information sharing to maximize Reno Tahoe’s ability to reach a broader audience and increase visitation

Measurable: Insights and updates gathered during scheduled programming will be organized, disseminated, and utilized to build a comprehensive profile of the destination and increase the desirability of travel to Reno Tahoe and Northern Nevada



Organization Structure

Update the organization’s structure to support new roles so that the organization is able to achieve its strategic initiatives and KPIs.

Review organizational chart to ensure staffing resources are appropriately allocated

Measurable: Review, revise, update and convert job descriptions to modernized format

Establish a range of compensation levels for each position and classification

Measurable: Use revised job descriptions to create standardized position classification levels

Audit and refine the performance review process, encouraging staff engagement, professional development and growth within the organization

Measurable: Update and formalize the employee review policy

Board

Review Board structure and governance so that best practices align with the organizational goals.

Facilitate sessions with individual Board Members to understand their motivations for being on the Board, and where they see opportunities to better align Board

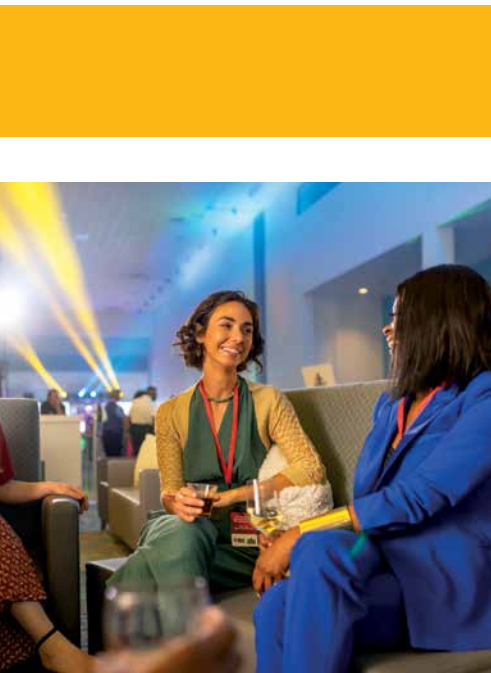
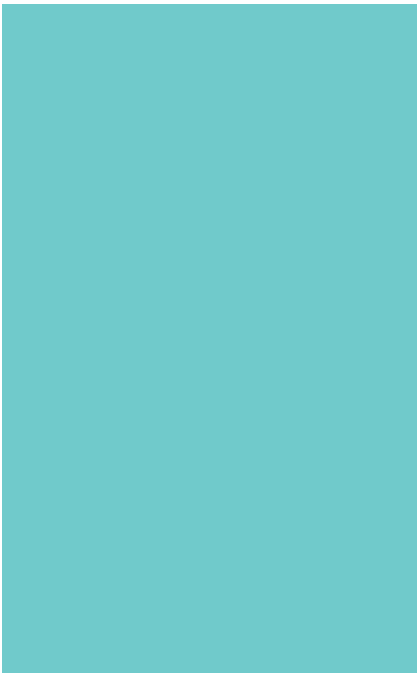
Measurable: Conduct individual meetings with Board Members to specifically address and improve continuity and collaboration

Diversify Board with civic sector leaders outside of tourism and business events

Measurable: Support and encourage community engagement through diversified inclusion on Board committees

Create a process for stakeholders to provide feedback about Board's effectiveness

Measurable: Formalize a system where stakeholders can engage the Board, individually or in a group setting



Financial

Establish policies to ensure organization's long-term financial sustainability.

Dedicate up to 10% of annual room tax collections toward capital expenditures, and maintain a minimum of 1% of annual room tax collections as capital reserves up to \$1M

Measurable: Ensure capital reserves comply with Board policy

Maintain appropriate allocations for existing Board initiatives, including: Up to \$1.5M for Air Service annually, up to \$1M for Special Event Funding annually

Measurable: Ensure FY/23 funding is allocated for these Board initiatives

Board Members

Bob Lucey, Chair

Ann Silver, Vice Chair

Stephen Ascuaga, Secretary/Treasurer

Hillary Schieve, Board Member

Andy Chapman, Board Member

Shannon Keel, Board Member

Charlene Bybee, Board Member

Rick Murdock, Board Member

Jessica Sferrazza, Board Member





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