



Reno-Sparks Convention & Visitors Authority
Marketing and Sales Plan
FY 2003-2004

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RSCVA Strategic Objectives

RSCVA Mission Statement

Increase Overnight Visitation

RSCVA Vision Statement

Achieve regional/national recognition as THE gaming destination of choice for leisure and convention travelers who prefer – in whole or in part – four seasons of natural beauty, unparalleled outdoor recreation and adventure, and top-name entertainment among a foundation of amenities and services.

RSCVA Strategic Objectives

- Increase RSCVA Sales & Marketing budget by \$4.0 million by 2004-2005
- Promote the RSCVA meeting/convention/tradeshows destination identity through 2004-2005 by increasing bookings in the Reno-Sparks Convention Center (RSCC), the Downtown Events Center (DEC), Reno-Sparks Livestock Events Center (RSLEC), and increasing in-hotel meeting and convention bookings
- Continue the RSCVA vision to change the positioning of Reno-Tahoe from a "Gaming Plus" destination in 2002-2003 to an "Adventure Plus" destination by 2004-2005 with gaming being positioned as an adventure
- Expand marketing focus from only growing "new" markets to establishing a strong brand in our core markets (i.e. Sacramento, Central Valley and San Francisco).
- Continue financial support to Regional Marketing Committee with the primary focus of maintaining and developing air service
- Continue to support efforts to create and maintain special events that support our brand positions, generate citywide room night impact and marketing exposure
- Capitalize on attracting sports & recreational special events, which are a natural fit to our brand positioning and citywide infrastructure
- Support continued efforts to revitalize Downtown Reno
- Work with Nevada Resort Association, the Federal Congressional Delegation and Nevada Department of Transportation to continue I-80 West refurbishment and expansion
- Continue to work in conjunction with Nevada Commission on Tourism to support the Truckee River Whitewater Recreation Park project
- Support City of Reno in their efforts to improve Reno-Tahoe visitor infrastructure (i.e. Airport Visitor Center and kiosk program)
- Increase business at the National Bowling Stadium
- Improve the operating performance of both Wildcreek and Northgate golf courses

Reno/Sparks/Tahoe SWOT Analysis

Strengths:

- Reno/Tahoe has close proximity to non-gaming attractions such as skiing, golf, action adventure sports activities, Lake Tahoe, Virginia City, and Carson City
- Wide variety of casino action located in relatively close geographical area
- Adequate western regional air service with one-stop connection to most U.S. markets
- Good quality and variety of dining options
- Vibrant and developing arts and cultural offerings
- Reno-Sparks Convention Center, Reno-Sparks Livestock Events Center, National Bowling Stadium
- Added meeting and event space at the Downtown Events Center
- Variety of established visitor generating events held year round
- Reno-Sparks continuing to diversify economic base through non-gaming corporate relocation and expansion
- Redevelopment project of the Truckee River

Weaknesses:

- Reno/Sparks/Tahoe is a mature gaming market facing significant competition from Northern California, Oregon and Washington
- Downtown Reno is in need of extensive refurbishment and new development
- Casino service levels need expansion and augmentation
- Casino industry lacks cohesion; most operators refuse to work together to accept a changed direction
- Limited non-stop or direct air service to the Midwest, Upper Midwest, South and East regions of the US
- Interstate 80 continually needs refurbishment and expansion, especially in California
- Regional Visitor Industry infrastructure needs refurbishment and further development (i.e. signage, visitor centers, collateral)
- Lack of destination shopping opportunities
- Small RSCVA marketing budget

Opportunities:

- Attract more high profile sports events that produce higher ADR and regional/national exposure
- Reno/Sparks/Tahoe can become "America's Adventure Place" by following the promotional strategy of Gaming Plus
- Leisure marketing campaigns can be targeted to increase capture rates from the core market
- Downtown Reno can be enhanced and expanded
- Meeting, convention, tradeshow, sport and recreational special events customers can replace lost gaming customers providing for higher ADR and better Revpar performance
- Increased demand from the meeting, convention, tradeshow, and recreational special events segments will generate added air service
- Truckee River redevelopment can produce new events which will bring in new hotel customers

Reno/Sparks/Tahoe SWOT Analysis

Threats:

- Tribal gaming in Northern California, Washington and Oregon will divert a percentage of our traditional casino customers from Reno/Sparks/Tahoe
- Aggressive response from competitive cities to court special events, meeting, convention and tradeshow
- Stagnant air service expansion could hamper meeting, convention and tradeshow sales efforts
- Re-investment capital for downtown Reno is very difficult to obtain

Executive Summary

The following Marketing and Sales Plan continues the efforts of the Reno-Sparks Convention and Visitors Authority to expand the identity of Reno-Sparks/Lake Tahoe as a meeting, convention, sports and recreation, special event and tradeshow venue and a leisure market destination offering diverse recreational opportunities with the added value of gaming. The vision is to increase the destination's customer base by promoting recreation opportunities that appeal to travelers, while stressing the region's substantial meeting, tradeshow, special event, and convention infrastructure. Both markets will use the regional positioning, "Reno-Tahoe, America's Adventure Place" to attract prospective visitors.

The continued erosion of the core market gaming and lodging revenues is exacerbated by the added competition from Indian Gaming in Northern California. Without more room nights, the destination will suffer from year over year EBITDA reductions as the business base volume reduces at a faster pace than the new business additions. More new business has been booked for FY 2003-2004 including large events such as the American Bowling Congress, the Safari Club Convention, National Science Teachers Association Convention, Volleyball Festival and the International Reading Association.

Summer 2003 is beginning with increased room revenues. We anticipate room revenue growth throughout the summer and into the winter season based on new events, such as the Wolfpack Basketball Classic, and a spring that returns the American Bowling Congress as a room night foundation.

Marketing & Communications, Travel Industry Sales, and Meeting, Convention & Tradeshow Sales Department Strategies

Marketing & Communications Overview

1. Continue research program.
2. Continue to develop the "America's Adventure Place" creative campaign.
3. Implement integrated brand-focused marketing program positioning Reno-Tahoe, America's Adventure Place as the home of the ESPN Great Outdoor Games (Come stay and play in Reno-Tahoe.)
4. Develop a core market consumer marketing program.
5. Develop and implement a public relations plan to complement all marketing efforts.
6. Identify cooperative marketing opportunities. Continue to work strategically with the Regional Marketing Committee to develop and sustain air service, Sierra Ski Marketing Council to promote "Ski Tahoe, Stay Reno" and Golf The High Sierra to cooperatively promote Reno-Tahoe as a premier golf destination.
7. Continue web site infrastructure design and development, and develop an internet marketing and promotional program.
8. Identify and support key special events.
9. Secure ESPN Great Outdoor Games '04 and '05.
10. Identify new partner to handle the incoming call volume from 1-800-FOR RENO.
11. Work in conjunction with the City of Reno to create a visitor center at the airport and a citywide kiosk program.
12. Identify additional business to the National Bowling Stadium that has room nights and marketing exposure.

Executive Summary

13. Support Travel Industry Sales efforts.
14. Create and implement an incentive-based marketing program to increase meeting, convention and tradeshow sales business.
15. Support RSCVA facilities' marketing needs and programs.
16. Implement media buys.

Travel Industry Sales Overview

1. Increase room night production through improved market penetration and market share.
2. Concentrate and continually educate our core markets (drive market) to the benefits of visiting "America's Adventure Place."
3. Educate the local hospitality community to capitalize on overall travel industry market potential and uphold the integrity of each hotel/motel's rate structure.
4. Develop and manage a true room night tracking mechanism for FIT (traditional tour operators/wholesalers and on-line companies) and motor coach producers to monitor campaigns and identify trends in the marketplace.
5. Create and develop "packages" utilizing all product segments to extend length of stay and offer "hassle free" vacation planning.
6. Establish the importance, nationally and internationally, of outdoor adventure opportunities and culture and heritage tourism as key product lines as we position Reno-Tahoe as "America's Adventure Place" in the minds of the consumers, the tourism industry, adventure outfitters and operators, and the media.

Meeting, Convention & Tradeshow Sales Overview

1. Generate large base of convention and small meeting business, which in turn will allow the hotel community to build occupancy, raise the Average Daily Rate (ADR) and to improve yield management.
2. Create awareness amongst the meeting and special event planning community that the Reno-Sparks/Lake Tahoe area is a top meeting and special event destination.
3. Continue community awareness program through the "Bring Your Meeting Home" (BYMH) campaign.
4. Increase definite bookings for Reno-Sparks Livestock Events Center by dedicating sales efforts focusing on market segments that utilize specialty facilities.
5. Increase participation from destination properties for direct sales at tradeshow, FAMs and sales missions.
6. Identify and target geographic locations and customer segments that complement our destination profile, facilities, and regional business opportunities.
7. Continue to develop third party booking sources to create strategic alliances.
8. Increase number of citywide, association, for-profit tradeshow events and special events utilizing Reno-Sparks Convention Center and Downtown Events Center.
9. Attract regional events and segments of existing national tradeshow that could become new events.
10. Target special events, many in the sports and recreational industries.

Marketing & Communications Department

Background

Due to the continued U.S. economic decline, increasing gaming competition, the threat of terrorism, the recent War in Iraq, and many other challenges, Reno-Tahoe has continued to suffer decreases in gaming and bed tax revenue. In order to combat the detrimental effects of these outside influences on tourism, the Reno-Sparks Convention & Visitors Authority (RSCVA) is looking for new ways to market our region that will complement gaming – but also bring new and repeat visitors here for expanded experiences.

Staff

The Marketing and Communications Department has six full-time positions and one part-time position – including an Executive Director of Marketing, Advertising Manager, Internet Marketing Manager, Promotions & Events Manager, Administrative Assistant, Receptionist and a part-time Visitor Services Coordinator.

Mission Statement

The RSCVA Marketing Department will develop and implement a strategic marketing effort promoting the Reno-Tahoe regional destination brand identity locally, regionally, and nationally, with the ultimate goal of driving overnight visitation and increasing room tax revenue.

Objectives

- Promote regional destination Reno-Tahoe, America's Adventure Place brand.
- Position RSCVA as the leader in enacting change in the community and hospitality industry.
- Support meetings, conventions, and tradeshow sales and travel industry sales efforts.
- Develop and implement facility marketing programs (i.e. RSCC, RSLEC, NBS, Wildcreek and Northgate Golf Courses).

Goals

I-800-FOR-RENO

FY00-01	107,695	
FY01/02	77,890	27% decrease
FY02/03	44,694	42% decrease
FY03/04	33,520	25% decrease
FY04/05	26,816	20% decrease
FY05/06	22,794	15% decrease

Call volume is expected to decline as internet usage increases.

Marketing & Communications Department

Visitor Planner Distribution

FY00-01	122,997	
FY01/02	129,136	5% increase
FY02/03	131,385	2% increase
FY03/04	128,757	5% decrease
FY04/05	115,881	10% decrease
FY05/06	104,293	15% decrease

Visitor planner distribution is intended to decline as internet usage increases.

RenoLakeTahoe.com Unique Visits

FY00-01	261,312	
FY01/02	473,376	81% increase
FY02/03	678,191	43% increase
FY03/04	837,828	25% increase
FY04/05	1,005,393	20% increase
FY05/06	1,156,202	15% increase

Internet usage is expected to increase year over year.

Marketing Strategies

1. Continue research program.
2. Continue to develop the "America's Adventure Place" creative campaign.
3. Implement integrated brand-focused marketing program positioning Reno-Tahoe, America's Adventure Place as the home of the ESPN Great Outdoor Games (Come stay and play in Reno-Tahoe.)
4. Develop a core market consumer marketing program.
5. Develop and implement a public relations plan to complement all marketing efforts.
6. Identify cooperative marketing opportunities. Continue to work strategically with the Regional Marketing Committee to develop and sustain air service, Sierra Ski Marketing Council to promote "Ski Tahoe, Stay Reno" and Golf The High Sierra to cooperatively promote Reno-Tahoe as a premier golf destination.
7. Continue web site infrastructure design and development, and develop an internet marketing and promotional program.
8. Identify and support key special events.
9. Secure ESPN Great Outdoor Games '04 and '05.
10. Identify new partner to handle the incoming call volume from 1-800-FOR RENO.
11. Work in conjunction with the City of Reno to create a visitor center at the airport and a citywide kiosk program.
12. Identify additional business to the National Bowling Stadium that has room nights and marketing exposure.
13. Support Travel Industry Sales efforts.

Marketing & Communications Department

- 14. Create and implement an incentive-based marketing program to increase meeting, convention and tradeshow sales business.
- 15. Support RSCVA facilities' marketing needs and programs.
- 16. Implement media buys.

Research

Visitor Profile Study

The Visitor Profile Study demographically examines our in-market visitor over the course of the year. Based on results compiled from the 2002 Visitor Profile, we know that 70% of the market share who visited Reno-Tahoe drove here. 59% were from California (core markets are Sacramento/Stockton/Central Valley and San Francisco Bay Area) and of those only 4% were first-time visitors. Visitors continue to hold a positive view of Reno-Tahoe, citing higher ratings for overall enjoyment of their trip and express a strong willingness to return. We believe once a visitor experiences Reno-Tahoe they will want to return. Therefore, the 4% first-time visitation rate suggests an opportunity to grow the market share in the California core market. Visitors also do not cite gambling as their reason for coming to Reno-Tahoe – however it was the number one activity people enjoy while they are here. The primary reason for a visit is for a short getaway or vacation.

Those respondents who reported attending a convention (13%) nearly doubled from the 1998 level (7%). Convention attendees tended to be wealthier (median income \$74k) and were more likely to travel by air (41%), visit Lake Tahoe (27%), and/or play golf (9%) during their trip than other respondents. One-fifth of respondents from Nevada reported attending a convention during their trip.

Typically, RSCVA would take a year hiatus from the visitor profile study, however because of the opening of the Indian casino Thunder Valley, we are particularly interested in the visitor profile results in comparison to last year.

Marketing Report

The Marketing Report is a collaboration of all tourism statistics. It is the one place you can look historically at all the area statistics. (i.e. transportation stats, gaming stats, air service stats etc). This report helps us evaluate historical data and recognize trends from our tourism indicators.

America's Adventure Place Creative Campaign

The overall conceptual direction of the Reno-Tahoe, America's Adventure Place campaign will remain the same. However some creative execution tweaks are expected as we identify the tactics for next year.

Reno-Tahoe has slowly been transitioning to a "Gaming Plus" marketing strategy. While Reno is well-known as a gambling town; its competitive advantage is to separate the destination by positioning it as a place where you can gamble AND ski, golf, mountain bike, climb, hike, fish etc. The creative campaign embraces activities such as golf, ski, special events & entertainment, action/adventure sports and arts & culture.

Marketing & Communications Department

This strategy will correctly position the destination competitively as a more diversified visitor destination, while the proliferation of gaming continues to capture some of our market share.

Positioning Statement: Reno-Tahoe, America's Adventure Place

Unique Selling Proposition: Reno-Tahoe is a destination offering "Gaming Plus"

Support to Positioning: (We refer to these as our "silver bullets" which are the differentiating key points that we use to sell the "Gaming Plus" platform.)

- I. Gaming
 - a. Variety
 - b. Odds of winning
 - c. Personal service
2. Outdoor Adventure
 - a. Golf
 - b. Ski
 - c. Outdoor recreation
3. Special Events & Entertainment
 - a. Big name entertainers
 - b. Showroom headliners
 - c. Area special events
4. Arts & Culture
 - a. Nevada Museum of Art
 - b. Truckee River Arts District
 - c. Artown
 - d. Nevada Opera
 - e. Reno Philharmonic
 - f. Reno Chamber Orchestra
 - g. Broadway Show Series
 - h. Lake Tahoe Shakespeare Festival at Sand Harbor

Creative campaign examples: See Attachment A.

ESPN Great Outdoor Games

Booking the ESPN Great Outdoor Games presents a unique opportunity to have a strong brand campaign promoting Reno-Tahoe, America's Adventure Place nationwide. Credibility is borrowed both from the ESPN brand and from the Great Outdoor Games, which represent Reno-Tahoe as not just a gambling town, but rather as an outdoor recreation playground.

The 40 – 50 hours of programming alone is invaluable to our destination marketing efforts. Showcasing Reno-Tahoe as "the only destination that COULD host the ESPN Great Outdoor Games" is the perfect message to leverage our positioning of Reno-Tahoe, America's Adventure Place. The coverage of this event is considered the largest prime-time coverage for this destination next to the Olympics at Squaw Valley in 1960.

Marketing & Communications Department

In addition to the programming, RSCVA has worked very closely with ESPN advertising to create “similar” consistent messages that benefit both partners. An integrated advertising campaign has been running throughout the year and heavy in June-July time period pre-promoting the event in July 2003. ESPN’s commitment in media value support totals over \$16 million.

ESPN Media Value Highlights:

1. TV inventory on ABC, ABC Family, the Disney Channel, Soapnet, National Geographic, Animal Planet, Discovery, Outdoor Network, all ESPN networks
2. Print ads in ESPN Magazine, Sports Illustrated, USA Today Promo Box, Bassmaster Magazine, Bass Times, Fishing Tackle Retailer
3. ESPN radio
4. Internet exposure on ESPN.com – featuring “Book Your Room Now” and a “Search for the Great Outdoor dog” contest, ESPN Outdoors.com, Greatoutdoors.com, Bassmaster.com, MSN.com
5. Dodge Watch and Win – TV buy featuring Reno-Tahoe home of the Great Outdoor Games and win a brand new Dodge truck – on ESPN, ESPN2 and Classic
6. 400 spots on cable networks (Comedy Channel, Discovery, History Channel, OLN, TBS, TLC, TNN) in top 25 outdoor markets (Omaha, NE; West Chester, PA; Harrisburg, PA; Spokane, WA; Anchorage, AK; Rochester, NY; Harrington, DE; St. Louis, MO; Colorado Springs, CO; Medford, OR)
7. 300 spots on cable networks in top 25 of 75 outdoor markets
8. Southern Oregon cross channel promotion
9. Disney partners – posters, :30 spots, coasters
 - a. ESPN Zones – NYC, Baltimore, DC, Atlanta, Chicago, Denver, Las Vegas, Anaheim
 - b. ESPN Club, Orlando
 - c. Disney Cruise Ships
10. 30 minute video to run on ESPN In Flight (US Air, United, Delta)
11. :30 spot on Jumbotron in Times Square
12. TV Guide channel “What’s On” segment
13. 32,500 GOG rack cards
14. On Command – 388,000 rooms will feature :15 GOG spot on hotel barker channel nationwide
15. Bass Pro Shops – posters, rack cards, cross promotion with ESPN Zones a. 15 Bass Pro Shops (Atlanta, Orlando, Baltimore, Chicago, Detroit, Charlotte, Dallas/Ft. Worth, Houston, Memphis, Nashville, Ft. Lauderdale, Springfield, St. Louis)
16. Public relations
17. Local marketing effort

Consumer Marketing Program

In addition to the brand co-op marketing effort with ESPN, RSCVA has worked in conjunction with the results of the 2002 Visitor Profile Study and the area hotel marketing directors to identify markets that Reno-Tahoe should focus a consumer marketing program.

Marketing & Communications Department

As a result, California was chosen as the most opportunistic target market. The consumer marketing effort will concentrate on San Francisco Bay Area and Sacramento/Stockton/Central Valley. California visitor statistics report a low first-time visitation rate suggesting an opportunity to grow the market share in the California core market. Visitors also did not cite gambling as their reason for coming to Reno-Tahoe – however it was the number one activity people enjoy while they are here. The primary reason for a visit is for a short getaway or vacation.

Therefore, Reno-Tahoe has an opportunity to attract visitors from the drive markets, especially if we target “new” visitors with a short vacation/getaway message. The campaign will also capitalize on the value proposition, which is a strong competitive advantage for our destination. The tactical plan is being developed in tandem with area hotel marketing directors; it will launch in August 2003 just after the ESPN coverage and media buy, and run through the end of fiscal year 2004.

See Attachment B.

Public Relations/Promotions

The executive director of marketing will be responsible for the public relations execution for the RSCVA and Reno-Tahoe, America’s Adventure Place.

The public relations strategies will be developed to complement the consumer marketing strategy.

A third party public relations firm will be utilized on an “as-needed basis” throughout the year.

See Attachment C.

Cooperative Advertising

-Regional Marketing Committee (RMC)

The committee cooperatively combined promotional regional dollars with the primary objective of positioning the destination to better serve and increase air service. The progress of the Regional Marketing Committee is a positive sign that the region understands the importance of cooperative efforts. The fiscal and promotional participation of regional stakeholders, convention and visitor bureaus, and marketing organizations allows the RSCVA to greatly extend the reach of marketing exposure.

As air travel continues to be more difficult than in the past, the Regional Marketing Committee was developed with the primary purpose of developing marketing programs to extend the Reno-Tahoe brand awareness and create strong relationships with our key air service providers to the Reno-Tahoe International Airport. Air service to the region is critical to the success of the RSCVA mission to increase overnight visitation.

Recent statistics released by the Airport Authority of Washoe County indicate levels of success, which can be indirectly attributed to the RMC efforts. The first quarter of 2003 indicated that airline load factors are higher than previous years. In fact, load factors for several of the airlines were higher than ever.

Marketing & Communications Department

New Flights to Reno-Tahoe International Airport:

- Southwest Airlines – San Diego
- Frontier Airlines – Denver
- Alaska Airlines – Los Angeles
- Continental Airlines – Houston
- Aloha Airlines – Orange County/Hawaii

To date, the committee has successfully launched integrated campaigns with Southwest Airlines and is in the process of completing promotions with Alaska Airlines, Frontier Airlines and Aloha Airlines.

See Attachment D.

- Sierra Ski Marketing Council

Sierra Ski Marketing Council is a consortium of area CVBs and the Ski Lake Tahoe group. The dollars for RSCVA involvement directly benefit the media buy as we receive insertions into Ski Magazine and Skiing magazine at a discounted rate. We also have a prominent presence on the Ski Lake Tahoe web site which acts as a portal to the partners. Because Reno is not considered a “ski” destination, this is a strategic partnership designed to get skiers to think “Ski Tahoe, Stay Reno.”

- Golf The High Sierra

As with the ski cooperative marketing effort, RSCVA recognizes the benefits in working with Golf the High Sierra (collaboration of 18 area golf courses). RSCVA will maintain its partnership in marketing the region as a premier golf destination.

RenoLakeTahoe.com

Travel trends strongly indicate that the internet is the way people are researching and planning their travel. RenoLakeTahoe.com, the region’s destination web site, offers an infrastructure to provide a potential visitor with total destination information. The more educated the traveler is, the more likely they are to book a visit.

A primary strategy for this year is the Best Rates program launch. Best Rates was developed in tandem with area hotels. The program features each hotel’s lowest rate on their own web site and RenoLakeTahoe.com acts as a portal referring unique visitors directly to the individual hotel web sites.

The search engine optimization media strategy for RenoLakeTahoe.com is to capture visitors interested in booking a trip to Reno-Tahoe and to funnel the traffic directly to the hotel web sites. In conjunction with the consumer marketing effort in California, quarterly promotions will be executed with the objective to increase the e-mail database collection and site traffic.

Web development goals include the following: improve site usability, make the Lodging pages more prominent, grow the e-mail database through on-site promotions, and implement a mapping feature.

See Attachment E.

Marketing & Communications Department

Special Events

The Special Events Board Task Force was created to evaluate all special event financial requests and determine the budget allocation for each listed below. In addition to financial support, RSCVA will identify and provide additional marketing opportunities within our marketing programs (i.e. direct mail, internet advertising, web site exposure, ESPN television and public relations efforts).

Artown	\$10,000
Big Easy	\$2,500
Great Reno Balloon Race	\$2,500
Hot August Nights	\$13,000
Nugget Amateur Challenge	\$10,000
Incline Village Jazz Festival	\$15,000
Lake Tahoe Shakespeare Festival	\$2,500
National Championship Air Races	\$25,000
Reno Film Festival	\$5,000
Reno-Tahoe Open	\$250,000
Nevada Museum of Art	\$50,000
Tour De Nez	\$2,500
37th Annual World Championship Chili Cookoff	\$2,500
USA Triathlon	\$5,000
UNR Christmas Basketball Tournament	\$45,000

Negotiations are underway to secure ESPN Great Outdoor Games for 2004 and 2005. In addition to that event, \$300,000 cooperative funding has been allocated for "future" events modeled after the ESPN partnership.

Visitor Services

In an effort to improve the service level available to Reno-Tahoe visitors, the RSCVA has selected Answerwest to take over the call center for Visitor Services. Answerwest will take over the call center in the summer of 2003. RSCVA staff will work closely with Answerwest operators to insure a smooth transition.

National Bowling Stadium (NBS)

Marketing will work closely with the NBS staff to identify new bowling events that will bring room nights and leverage marketing exposure for the NBS and Reno-Tahoe, America's Adventure Place. For example, Professional Bowlers Association (PBA) offers opportunity for a partnership and exposure on ESPN.

See Attachment F.

Marketing & Communications Department

Downtown Revitalization

- Visitor Center/Kiosk Program

The RSCVA and Reno City Council are working closely to identify marketing projects where costs can be shared between the two entities. Two projects identified to date are the visitor center at the Reno-Tahoe International Airport and discussions of a downtown location for a similar visitor center. RSCVA and the City are also working on a citywide information kiosk program to include hotel lobby areas to enable visitors to find the "adventure" options at their fingertips ensuring "fulfillment" of the America's Adventure Place advertising campaign.

- Downtown Events Center

The Reno City Council has approved a preliminary plan to convert the National Bowling Stadium and an adjacent lot into a downtown special events center. The target date for opening is spring 2005. The facility is designed for meetings but it will also host special events, concerts and boxing (etc.) Highlights include 58,000 square feet of exhibit space and 20,000 square feet of flexible meeting space. The Downtown Events Center will be a first-class public show space and will accommodate in excess of 6,500 people for public events featuring tiered seating. A pre-opening marketing program will be developed and launched in winter 2004.

- Truckee River Whitewater Rafting Park

The initial phase of the Truckee River Whitewater Rafting Park will begin July 2003. Upon completion of the total project there will be 24 miles of floatable whitewater, special events sites and the ability to host diverse special events on the river. This project gives the America's Adventure Place campaign the chance to tout outdoors in the middle of downtown Reno.

- Arts District Signage

RSCVA and City of Reno have partnered to develop a downtown Reno Arts District signage program. The design for the signage is underway and a complimentary walking map will be completed this year for visitors to enjoy.

Meeting, Convention, & Tradeshow Sales

The meeting, convention and tradeshow sales team will continue to target large association events, some with exhibits that are looking for a destination featuring a variety of facilities and offering good economic value.

The small meetings lead development program will be continued with emphasis on telemarketing calls made to companies and associations within the Western region.

Marketing & Communications Department

Sales goals will again include lead and room night production. The Reno-Sparks Convention Center, Reno-Sparks Livestock Events Center, National Bowling Stadium and the Downtown Events Center will be utilized to produce room nights.

Advertising support will be placed to bolster attendance at industry tradeshows and marketing support programs will include the following:

- "Bring Your Meeting Home" campaigns in partnership with EDAWN, University of Nevada and Truckee Meadows Community College.
- "We'll Pick Up The Check" campaign offering meeting planners enticement to book business.
- Update the convention sales video and brochure.
- Outbound email program for industry trade events.

Travel Industry Sales Support

As the drive market becomes more valuable, Travel Industry Sales will support publications and organizations (ABA, NTA, National Motorcoach Network, Destinations, AAA) that will influence travelers to visit Reno. We will push for editorials educating the potential visitor about outdoor adventure options that complement the gaming, nightlife and entertainment activities. We will take advantage of each of our tour operator and wholesalers' distribution channels including advertising, feature destination awareness, electronic direct mail and visibility on their respective web sites. We will support the major travel agent organizations including Travel Weekly and ASTA. We will continue to explore untraditional ways to promote Reno, utilizing airline seatback promotions, employee newsletters, and partner with the major on-line and adventure companies to increase room night production.

Travel Industry Sales Department

Background

The Travel Industry Sales Department promotes Washoe County (Reno, Sparks and North Lake Tahoe area) as a tourist destination to travel agents, tour operators, motor coach operators, airlines, and consumers. The department facilitates sales, marketing and promotional activities with the Reno-Tahoe hospitality community to attract leisure visitors to our area.

Staff

The Travel Industry Sales Department has seven full-time positions – Executive Director, three Sales Managers (responsible for Outdoor Adventure, Drive Market, Tour Operators/Wholesale and Golf, Ski, Arts and Culture and Special Projects, including motor coach and travel agency segment,) one Event Coordinator and two administrative assistants.

Mission Statement

The mission of the Travel Industry Sales department is to develop new and enhance existing leisure group and individual visitation to the Reno-Tahoe destination promoting all aspects of “America’s Adventure Place” while serving as the primary sales catalyst and resource for the local hospitality community and the domestic as well as the international travel industry marketplace.

Objectives

1. Increase room night production through improved market penetration and market share.
2. Concentrate and continually educate our core markets (drive market) to the benefits of visiting “America’s Adventure Place.”
3. Educate the local hospitality community to capitalize on overall travel industry market potential and uphold the integrity of each hotel/motel’s rate structure.
4. Develop and manage a true room night tracking mechanism for FIT (traditional tour operators/wholesalers and on-line companies) and motor coach producers to monitor campaigns and identify trends in the marketplace.
5. Create and develop “packages” utilizing all product segments to extend length of stay and offer “hassle free” vacation planning.
6. Establish the importance, nationally and internationally, of outdoor adventure opportunities and culture and heritage tourism as key product lines as we position Reno-Tahoe as “America’s Adventure Place” in the minds of the consumers, the tourism industry, adventure outfitters and operators, and the media.

Goals

For the past two years, one of the ways Travel Industry Sales has measured its performance has been by room night production from the top ten tour operators/wholesalers. The marketplace has changed during this time with the rise of the on-line companies such as Hotels.com and Expedia.

Travel Industry Sales Department

Through aggressive marketing and continued relationship building with these companies, we experienced a 16% growth in leisure room night production in 2002/2003. We will continue to strengthen existing relationships as well as explore other distribution channels to increase the room night production into Reno by an additional 11% during the 2003/2004 time frame.

The following reflects the previous two years, actual production and the anticipated growth for the upcoming year.

Top Ten Tour Operators/Wholesalers Leisure Room Night Production*

<u>Year</u>	<u>Leisure Room Nights</u>	<u>Percentage</u>	<u>Variance</u>
2001-2002	368,512	N/A	N/A
2002-2003**	426,099	16%	57,587
2003-2004	472,969	11%	46,870

* The top ten producers in 2001-2002 and 2002-2003 were America West Vacations, American Airlines Vacations, TravelWorm, Certified, GoGo, Hotels.com, Mark Travel, MLT, Nevada Destinations and Expedia.

** The 2002-2003 total of 426,099 room nights was based on June 2003 production remaining flat to June 2002 as this report was compiled in early June 2003. The upcoming year will be the first year we will have tracked room nights linked to specific market segments. (i.e. ski, golf, motor coach, adventure and arts and culture).

Once we have a benchmark to work from, we will establish city wide goals with the above segments.

Tactics and Individual Marketing Action Plans

I. Adventure

Situation Analysis

Although Travel Industry Sales has been successful in promoting the hard and soft adventure segment through various electronic distribution channels (i.e. Expedia, major tour operator web sites as well as our own RenoLakeTahoe.com/outdoors) and educating the travel agency community to the benefits of "America's Adventure Place" by targeted seminars in TRAVEL WEEKLY, we must continue to aggressively promote Adventure at all levels of media.

- Continue to develop effective communication mechanisms and business alliances between the local adventure outfitters and the tourism sector to capitalize on overall travel industry market potential.
- Continue to educate traditional wholesaler/tour operators and adventure tour operators resulting in an increased awareness of the diverse outdoor adventure opportunities that the area has to offer.
- Educate and motivate the travel agency community to book outdoor adventure activities in our area and to utilize RenoLakeTahoe.com as a source for booking.

Travel Industry Sales Department

- Assist local hotels and traditional wholesalers and adventure tour operators in the development of adventure packages.
- Update Outdoor Adventure section on our destination web site: RenoLakeTahoe.com/outdoors. In order to position the area as a four-season destination, the Outdoor Adventure section showcases adventure activities divided into the following categories: land adventures, water adventures, air adventures and snow adventures.
- Educate hotel partners about the adventure segment.
- Facilitate meetings and partnerships between the hotels and local outfitters.
- Educate concierge/reservation agents on outdoor adventure activities available both while booking and once in the hotel. Use the destination web site as a source, and direct customers to RenoLakeTahoe.com/outdoors.
- Assemble and coordinate the Outdoor Adventure Steering Committee in order to bring all the stakeholders to the table, to be able to discuss relevant issues related to adventure and to have the opportunity to network and benefit from the synergy of local talent working together.
- Educate wholesaler/tour operators who show interest in this segment through ongoing "America's Adventure Place" e-newsletters. Include adventure message in Travel Industry Sales reservation center presentations, product launches, incentive programs, etc.
- Educate adventure tour operators on outdoor adventure opportunities available in this area.
- Educate travel agencies on outdoor adventure opportunities in conjunction with the Travel Industry Sales "specialist" program. Utilize RenoLakeTahoe.com/outdoors as the main source of information.
- Focus on packaging and enhancement of existing quality products. Adventure Packages to be listed under the "Deal Packages" section of RenoLakeTahoe.com.
- Develop partnering programs between successful and emerging adventure products.
- Promote Truckee River Park @ Wingfield as the only river park with a permanent facility West of the Rocky Mountains. This park will enhance current efforts to attract people to downtown Reno, and will be used for several events (river races, slalom courses, and related festivals) and non-events (commercial rafting, river craft recreation, and casual shoreline use).
- Participate in adventure tradeshows (such as IATOS – International Adventure Travel and Outdoor Sports show), and communicate with potential visitors (consumer databases) electronically to attract them to the Reno-Tahoe area.
- Create and coordinate domestic and international FAMILIARIZATION tours to top selling agents, traditional wholesaler/tour operators and adventure tour operators.
- Coordinate and develop destination presentations in conjunction with Travel Industry Sales department efforts.
- When adventure packages become available (August 2003), establish a tracking system to monitor the results of the sales programs and the "America's Adventure Place" marketing campaign (specifically, track the number of tours, rentals and adventure packages from key local outfitters and hotels, indicating the source of the production/referral: hotel, tour operator, or RSCVA web site.)

2. Wholesale

Situation Analysis

The popularity of the on-line travel companies has made the traditional operators re-think how they do business. Travel Industry Sales has aligned with the strongest from both distribution channels.

Travel Industry Sales Department

- Maintain and develop relationships with all key wholesalers and tour operators. BLC and Ski Reno-Tahoe are two FAMiliarization tours that help meet this goal.
- Partner with hotels to provide destination presentations at key wholesale reservation centers including Southwest Vacations, American Airline Vacations, America West Vacations, MLT, Certified Vacations (Continental Vacations) and Alaska Airline Vacations.
- Provide key wholesalers with the latest visual and written support (press releases, etc.) regarding "America's Adventure Place."
- Meet with and visit key wholesalers to exchange ideas and discuss promotional opportunities as well as develop relationships with their respective support staff.
- Offer incentives to wholesalers to encourage them to highlight/promote Reno at little or no cost to the RSCVA. This could be done in conjunction with Reno-area hotel partners and attractions (e.g., free getaways, shows, special event invitations, golf and ski passes, NMA passes, outdoor adventure activities).
- Pursue co-op opportunities with key wholesalers.
- Advertise in select wholesaler brochures.
- Secure more exposure for Reno-Tahoe on wholesalers' web sites.
- Participate in product launches for key wholesalers.
- Continue to facilitate and publicize "Reno-Tahoe Nights" to promote new air service/wholesalers.

3. Internet

- Partner with hotels to provide tour desk destination presentations at the three main internet booking companies; Expedia, TravelWorm and hotels.com.
- Pursue advertising and promotion of "America's Adventure Place" on travel web sites.
- Continue to explore "linking possibilities" with over sites to promote our area.

4. Ski

Situation Analysis

Reno is not a traditional ski in/out destination. Ski groups typically fly into Reno, spend the first night and then depart for their ski vacation. Then visitors would stay their last night in Reno to prepare for an early flight departure. While this scenario is still an opportunity to produce at least two overnight stays, Reno also offers a unique, value-oriented trip requiring a short drive to the ski resorts and a variety of exciting night life choices for the apres' ski. This unique vacation is gaining popularity as visitors look for added-value/activities to enhance their getaway.

- Maintain existing strong alliance with major ski resorts
- Continue co-op opportunities with Silver Voyages, ski wholesalers, web site linking
- Innovation and distribution of creative packages with participating hotels
- Revisit ski show past participation and evaluate their effectiveness
- Creation and implementation of new and creative product launches
- Establish past ski production/room night utilization
- Ski FAMs

Travel Industry Sales Department

5. Golf

Situation Analysis

This area, with an abundance of great golf courses, will continue to package and promote the popular sport through consumer events, travel agencies, newsletters and golf media. The value of playing golf in Reno compared to California or Las Vegas should give us an advantage over those “pricy” destinations.

- Continue to promote the Reno-Tahoe destination as a premier, first-class golf destination with over 40 golf courses within a 90-minute drive from our airport.
- Continue to partner with hotels and Golf the High Sierra for participation in golf shows and expose to market Reno-Tahoe as a premier golf destination.
- Grow and develop existing client database and continue to aggressively market to the golfer utilizing Twelve Horses.
- Explore opportunities to increase number of golf packages available on RenoLakeTahoe.com.
- Encourage and support new golf tournaments in the area.

6. Arts & Culture

Situation Analysis

Travel Industry Sales will continue to relay the importance of cultural and heritage tourism as a key product line in the minds of consumers, the tourism industry, cultural organizations and the media. The success of the Frida Kahlo and Diego Rivera/Nevada Museum of Art opening promotion and partnership with four hotels, American Express and Southwest Airlines proved that this community can support this segment.

- Continue to communicate the importance of cultural and heritage tourism as a key product line in the minds of consumers, the tourism industry, cultural organizations and the media.
- Continue to host arts & culture FAMiliarization tours for the local hotel industry.
- Facilitate sustainable and fruitful partnerships among the stakeholders and the cultural groups.
- Host events for the arts & culture community that educate them about the hotel community.
- Continue to educate tour operators, wholesalers and potential business clients on the Northern Nevada cultural and heritage segment.
- Partner with Heritage Tourism Coalition to analyze and communicate data on cultural and heritage tourism.
- Promote cultural and heritage product to meeting, convention and tradeshow clients in conjunction with RSCC sales effort.
- Include cultural and heritage product in all Travel Industry Sales FAMiliarization tours.
- Market existing packages that include the Nevada Museum of Art as well as other cultural events and/or the performing arts.
- Foster the development of events that add to the cultural matrix of Northern Nevada, including Reno Film Festival, Lake Tahoe Shakespeare Festival, Artwalk, Sierra Arts Business & The Arts Luncheon, Fall Arts Festival, NMA Levin Collection and Artown.
- Foster the development of the Truckee River Arts District, including Z-Card production.

Travel Industry Sales Department

- Communicate the extent and variety of arts in Reno-Tahoe to residents and visitors alike.
- Continue to enhance RenoLakeTahoe.com with regard to the arts and culture segment, including the arts and culture calendar.
- Establish visitor center in downtown Reno to further promote “America’s Adventure Place.”

7. Motor Coach

Situation Analysis

The motor coach market has traditionally been viewed as a low value segment in our market place. Not until recently has there been documented research validating the true value of the motor coach customer having a reasonable gaming worth. Motor coach business assists successfully in increasing hotel levels of occupancy by providing a base (especially during distressed dates) with very low room rates and produces incremental gaming and facility revenues.

City wide competition comes from all area properties, as well as Las Vegas (other gaming destinations) and Native American gaming establishments in our own backyard. All local properties target the same travel industry market which is primarily the Pacific Northwest and West Coast and they offer competitive packages with commission incentives for the casino stops (turn arounds) and overnight programs.

- Continue to maintain existing tour operator relationships while cultivating relationships with new tour operators.
- Establish events specifically targeting this market segment.
- Support top producing motor coach companies through co-op advertising.
- Schedule consistent tour operator/escort/driver FAMiliarization tours.
- Create and distribute quarterly newsletter via direct and email distribution.
- Implement new and distinctive product launches for the further promotion of our destination.
- Set a high standard for providing leads to the respective hotels.
- Establish citywide goals for room utilization.

8. Travel Agents

Situation Analysis

The travel agency market segment has been declining with the continued convenience and packaging available via the Internet. Statistics from TIA indicate that more travel agencies are booking land-only packages, which are commissionable and clearly agents are booking airfare separately on-line. The Travel Agent market is in the top two of fastest changing leisure segments for all destinations. Travel is being booked directly by the consumer every day, which decreases travel agency sales. The airlines decrease in commissions has also impacted agency sales. In addition, the major travel consortiums (i.e. Carlson Wagonlit, Rosenbluth, etc.) are negotiating NET rates. This creates a huge tracking challenge for the hotels. These agencies may still be sending hotels business, but the business will not show up under traditional commissionable reports.

Travel Industry Sales Department

- Continue to maintain existing traditional market travel agent relationships while cultivating new travel agent business.
- Creation and implementation of quarterly newsletter via direct mail and email distribution (Twelve Horses).
- Create regularly scheduled Travel Agent FAMs focusing on established known producers.
- Participate in co-op advertising with NCOT and travel industry affiliates.
- Establish tracking with Sabre and Apollo via programs similar to "Virtually There" which targets booked airline passengers that do not have hotel confirmed reservations.
- Web site/links to packages specifically designed for travel agents.
- Consistent maintenance of all travel agency accounts via CVBreeze.

Meeting, Convention & Tradeshow Sales Department

Background

The Sales Department will continue to serve as a meeting, convention and tradeshow lead-generation team for the Reno-Sparks/Lake Tahoe casino/hotel industry. In addition, there will be a continued effort to build and maintain key relationships with prospects and clients.

The Sales Department will continue to build a foundation for future long-term business, by focusing sales efforts on tradeshow, special events, convention and association citywide business utilizing the Reno-Sparks Convention Center (RSCC), the Downtown Events Center (DTEC) and the Reno-Sparks Livestock Events Center (RSLEC). Building a foundation for the future by booking larger shows will create a room night base, supplemented by the small meetings bookings realized in the short-term.

Based on the expectation that the national economy will improve, a sales effort targeted at corporate meetings and small association business can be the foundation of our short-term plan. Increasing short-term bookings will in turn increase hotel demand resulting in a higher ADR.

Air service is a continued challenge facing the RSCVA sales team. It is important for the region to continue to support the growth of air service. Adequate air service is a major part of the decision-making process that a meeting planner evaluates upon choosing a destination. Booking more meetings and conventions will increase air service demand, which in turn will create the need for additional air service.

A local community awareness program entitled "Bring Your Meeting Home" was created last year. The campaign encourages local residents who are members of clubs, associations and organizations to bring those groups to Reno-Sparks/Lake Tahoe for their meetings or conventions. The campaign simplifies the convention booking process for local members of national organizations or associations that might be interested in holding their meeting here in Reno-Sparks/Lake Tahoe. It also encourages local pride and enables every local resident to be a part of the sales team selling the destination. This program has yielded outstanding results for bookings and room nights, in addition to instilling community involvement with our sales managers. This process creates a team atmosphere with the focus on generating and closing new business. EDAWN, UNR and TMCC are integral partners in this year's "Bring Your Meeting Home" campaign.

Staff

The Meeting, Convention and Tradeshow sales department has 16 full-time positions including a Vice-President of Sales, Executive Director of Sales, nine sales managers with sales responsibilities as follows:

- Three citywide/RSCC Sales managers
- Three hotel meeting and convention sales managers
- Two small meetings sales managers
- One field sales manager based in Washington, D.C. area
- Four sales administrative support staff
- One convention services manager who is responsible for providing support services to our customers with a casual employee staff of 28

Meeting, Convention & Tradeshow Sales Department

Mission Statement

The Meeting, Convention & Tradeshow Sales department's objective is to increase meeting, convention and tradeshow room nights into the Reno-Sparks/Lake Tahoe region, while serving as the primary sales catalyst and resource for the destination properties and RSCVA owned facilities.

Objectives

- Promote and position Reno-Sparks/Lake Tahoe as a premier meeting, convention & tradeshow destination.
- Increase tradeshow, convention, sports and recreation special event and small meeting room nights.

Goals **2003 - 2004 FISCAL YEAR ROOM NIGHT GOALS**

RSCC			
FY	FY '03-'04 GOALS	FY '02-'03 GOALS	FY '02-'03 ACTUALS (as of 6-15-03)
2002 - 2003		4,000	11,885
2003 - 2004	8,000	21,500	48,960
2004 - BEYOND	40,000	193,000	279,176
2005 - BEYOND	252,000		
TOTAL ROOM NIGHTS	300,000	218,500	340,021

HOTEL/CONVENTION BOOKINGS			
FY	FY '03-'04 GOALS	FY '02-'03 GOALS	FY '02-'03 ACTUALS (as of 6-15-03)
2002 - 2003		44,500	39,731
2003 - 2004	92,850	67,875	41,528
2004 - BEYOND	55,710	78,950	41,055
2005 - BEYOND	37,140		
TOTAL ROOM NIGHTS	185,700	191,325	122,314

RENO-SPARKS LIVESTOCK EVENTS CENTER			
FY	FY '03-'04 GOALS	FY '02-'03 GOALS	FY '02-'03 ACTUALS
2002-2003			
2003 - 2004	12,500	12,525	
2004 - BEYOND	22,650	35,000	
2005 - BEYOND	49,750		
TOTAL ROOM NIGHTS	84,900	47,525	TBD BY END OF JUNE '03

NATIONAL BOWLING STADIUM			
FY	FY '03-'04 GOALS	FY '02-'03 GOALS	FY '02-'03 ACTUALS
2003 - 2004	8,000		
2004 - 2005	25,000		
2005 - BEYOND	640,000		
TOTAL ROOM NIGHTS	673,000	0***	
		***Not tracked FY '02 - '03	

DOWNTOWN EVENTS CENTER			
FY	FY '03-'04 GOALS	FY '02-'03 GOALS	FY '02-'03 ACTUALS
2002-2003			
2003 - 2004	0		
2004 - BEYOND	5,500		
2005 - BEYOND	67,650		
TOTAL ROOM NIGHTS	73,150	67,650	0*
		* Not saleable during FY '02-'03	

GRAND TOTAL OF ROOM NIGHTS			
FY	FY '03-'04 GOALS	FY '02-'03 GOALS	FY '02-'03 ACTUALS (as of 6-15-03)
2002 - 2003		525,000	
2003 - 2004		(DTEC) -67,650	
TOTAL ROOM NIGHTS	1,316,750	457,350	462,335

Meeting, Convention & Tradeshow Sales Department

Positioning

Reno-Tahoe is changing the way we attract and develop new business. This is in response to the need for increasing our customer base by positioning Reno-Tahoe as a meeting, convention, special event and tradeshow destination. The Reno-Sparks Convention Center, the Downtown Events Center, as well as the Reno-Sparks Livestock Events Center and hotel convention facilities will provide the destination with the facilities to compete for new business.

Unique Selling Proposition

Reno-Sparks/Lake Tahoe and the Reno-Sparks facilities offer excellent value and customer service utilizing a “Whatever It Takes” attitude toward booking the business.

Support to Positioning

The five “silver bullets” positioned in all meetings, conventions and tradeshow sales advertising and collateral elements are listed below:

1. Excellent Value
2. Facilities
 - a. Reno-Sparks Convention Center
 - b. Downtown Events Center
 - c. Hotel Convention Facilities
 - d. Reno-Sparks Livestock Events Center
 - e. Reno/Sparks/Lake Tahoe Sports & Recreation Facilities
3. Accommodations
 - a. 20,000 guest rooms available within 15 minutes of the RSCC, DTEC, and RSLEC
4. Air Service
 - a. Non-stop and one-stop service from anywhere in the world
5. Reno-Tahoe Destination Amenities

Sales Strategies

1. Generate large base of conventions and small meetings business leads, which in turn will allow the hotel community to build occupancy, raise the Average Daily Rate (ADR) and improve yield management.
2. Create awareness among the meeting and special event planning community that the Reno-Sparks/Lake Tahoe area is a top meeting and special event destination.
3. Continue community awareness program through the “Bring Your Meeting Home” (BYMH) campaign.
4. Increase definite bookings for Reno-Sparks Livestock Events Center by dedicating sales efforts focusing on market segments that utilize specialty facilities.
5. Increase participation from destination properties for direct sales at tradeshows, FAMs and sales missions.

Meeting, Convention & Tradeshow Sales Department

6. Identify and target geographic locations and customer segments that complement our destination profile, facilities, and regional business opportunities.
7. Continue to develop third party booking sources to create strategic alliances.
8. Increase number of citywide, association, for-profit tradeshow events and special events utilizing Reno-Sparks Convention Center and Downtown Events Center.
9. Attract regional events and segments of existing national tradeshow events that could become new events.
10. Target special events, many in the sports and recreational industries.

Tactics to Support Strategies

- Encourage repeat meetings and conventions business while continuing to uncover all business potential within a new or existing client company or association.
 - Increase room night production through improved market penetration and market share to association and corporate client base.
 - Educate the local hospitality community to capitalize on the tradeshow and association market potential.
 - Educate and motivate the association/corporate community to use the destination for regional, national meetings and events.
 - Sales collateral (convention planner, brochures, multimedia and email).
 - Direct sales calls targeting feeder cities.
 - Trade association participation/networking/membership.
 - Increase face-to-face sales efforts through direct sales calls nationwide.
 - Continue to generate qualified leads, assist to close short-term business, building a foundation of long-term business, and an accurate database.
 - New Business Development – Continue to add to our in-house database from tradeshow events, management companies and associations. Communicate with these potential customers electronically to attract them to our destination.
 - Conduct a sports and recreational tourism study to:
 - 1) identify useable facilities in our region; and
 - 2) develop a list of prospective events to either bring to the region or to create.
 - Utilize the services of a call center to conduct outbound attendee acquisition programs to support show management.
 - Lead Generation/Reporting – communicate the reporting process to the local hospitality industry for tradeshow reports and sales leads.
 - Sales Promotions – Continue to take a proactive approach in the creation and coordination of sales promotions. Working with the hotel community, we will coordinate FAMiliarization tours, sales missions, and industry events.
 - Programs that will be developed and implemented include:
 - “We’ll Pick-Up the Check”* campaign.
 - HTML email which will create: Awareness to prospective new or first-time customers of the RSCC and through an established hotel rebate plan covering the costs associated with rental of the RSCC.
 - Provide shuttle transportation from hotels to RSCC.
 - Email blast to client database to generate increased attendance.
- *Program details and minimum qualifications are as follows:
- 75,000 minimum square feet

Meeting, Convention & Tradeshow Sales Department

- 3,000 guest rooms
- First time in Reno or start-up event
- Must contract by 12/31/03
- Event must conclude by 12/31/06

- Exhibit Booth/Hummer Plan
 - Overview-As the Reno-Sparks Convention & Visitors Authority continues the process of branding our destination as “America’s Adventure Place,” the outdoor and recreational amenities that are in abundance in our region parallel the Marketing and Sales strategy that Winkel Motors has embraced for their Hummer Store, “Hummer, Like Nothing Else.” Using the strategy of promoting ourselves as the “premier meetings destination in the West” surrounded by the world’s best outdoor amenities and recreation partnering with a local firm (60 years) to create community, regional and core market awareness could be achieved with a nationally recognized icon the “H2” as the silent spokesman and rolling billboard for our destination.
 - Advantages and Benefits

The common synergy we seek with our clients and customers is best exemplified by their psychographic profile:

 - Upscale, affluent buyer
 - Seeks adventure both on and off road
 - Participates in many outdoor adventure activities, which include:
 - Kayaking/Rafting
 - Biking
 - Windsurfing
 - Camping
 - Hiking
 - Skiing
 - Golf
 - Mountaineering
 - Off Road Racing and Endurance Competitions
 - Boating/Water Sports
 - Environmentally sensitive- The advantages of this partnership to our sales and marketing plan includes exhibit participation in several western regional and national tradeshow and conventions which occur in Nevada and California where we would utilize the Reno-Tahoe logoed Hummer H2 as the icon symbolizing America’s Adventure Place to create interest in our region as the “premier outdoor, leisure and convention destination” in the West, while presenting the Winkel/Rod Hall equipped Hummer H2 as the vehicle that best exemplifies the type of client we are trying to attract to our region.

A direct benefit that will be realized by the RSCVA is that we are a major sponsor and contributor to over 15 community wide special events that draw a combined audience of well over 1.5 million people where the seasonally outfitted H2 will be placed in high traffic areas for maximum exposure.

Meeting, Convention & Tradeshow Sales Department

A sample of special events includes:

- Hot August Nights
- National Championship Air Races
- PGA's Reno-Tahoe Open
- Great Reno Hot Air Balloon Races
- Reno Rodeo
- Best of the West Rib Cook-Off
- USA Triathlon
- Xterra Games
- Street Vibrations

In addition, having a select group of RSCVA staff drive the H2 throughout our region during client visits and FAMILIARIZATION trips.

See attachment G.

Convention Services Department

Background

The Convention Services Department features a unique staff of people who work with convention/meeting planners and attendees to the Reno/Tahoe area. The Convention Services Department is responsible for the quality and profitable operation of a registration assistance program.

To achieve a more efficient operation for the services area, the RSCVA Housing Bureau has been added to the department, bringing together all aspects of a true Services Department.

Convention Services provides the “extra step” for convention and meeting planners in making their event a success. This is accomplished through informational brochures, resource guide, one-on-one appointments with planners, and a 28-person staff of registration personnel comprised of retired professionals with unlimited knowledge and experience of the Reno/Tahoe area.

Objective

As a vital part of the sales team, convention services continues to enhance client relationships by providing a professional registration staff and information services through communication and follow-up.

Success of this convention services area is recorded through the efforts of the sales team and the registration staff, with repeat requests for this service.

- Continue to contact clients booked through our sales team in advance of their convention/meeting through electronic methods to ensure a feeling of trust, confidence and concern that their event is most successful.
- Develop community awareness of the services provided by registration staff for local usage through mail campaign and hopeful one-on-one appointments.
- Increase ads in Convention Services and Resource Guide to continue to promote local vendors to convention and meeting planners.
- Work with sales team to develop an easy-to-comprehend introduction to clients for the use of a housing program.

Tracking Mechanism

Staff continues to provide monthly progress reports of the number of convention/meetings held, the wages paid out to registration staff and amount invoiced to the client.

Daily review of the sales team group accounts and reporting of those accounts to the International Association of Convention and Visitor Bureaus (IACVB) and into the CV Breeze program continues to be a tracking mechanism for fulfillment of convention services.

Convention Services works directly with all hotels in requesting and inputting all room history of groups that have met in the area, reporting this information into CV Breeze and IACVB (Mint) programs.

Convention Services Department

Strategies

- Educate and work directly with sales team to make the convention/meeting planner aware of services available.
- Continue to provide potential sales leads through contact from callers requesting collateral or registration assistance for conventions and meetings.
- Develop a comprehensive overview of the housing program potential for large meeting groups that convention sales and convention center sales teams can use when meeting with potential clients.
- Continue to keep the lines of communication open by maintaining a working relationship with all area hotels.

Tactics Supporting Strategies

1. Communicate with sales team and their respective clients to discuss services provided by Convention Services Department.
2. Continue to “soft-sell” callers who are planning conventions/meetings in the area and are requesting informational collateral.
3. Provide proper housing bureau services.
4. Conduct each quarter a presentation to assist sales managers in developing a comfortable relationship with the IACVB (Mint) Program.

**Attachment A
Creative Campaign**



Attachment B Consumer Marketing Program Strategy

Goal:

- Increase RenoLakeTahoe.com web traffic.

Tracking:

- Web traffic (unique visitors/page views/penetration)
 - Database Growth
 - Referrals to hotel web sites via Best Rates pages, lodging pages and package pages.
- Visitor Planner distribution

Call To Action:

- RenoLakeTahoe.com
- Best Rates pages RLT.com
- Package Pages of RLT.com
- Promotional giveaway packages

Positioning statement:

Reno-Tahoe is a perfect short vacation/getaway, offering a variety of Gaming Plus experiences and a great value.

Competitive Advantages:

- "Gaming Plus" = Gaming plus special events, plus entertainment, plus dining, plus outdoor adventure, plus golf, plus skiing, plus arts and culture
- Value*

*THE VALUE PROPOSITION IS THE UNIQUE COMPETITIVE ADVANTAGE FOR THIS REGION

Primary Target Market:

No. California

Secondary Target Market:

Sacramento

Programs:

Fall Golf Promotion (Sept./Oct.)
 Winter Ski Promotion (Jan./Feb.)
 Spring Golf & Arts/Culture Promotion (April/May)
 Summer Events/ESPN Great Outdoor Games Promotion (June)

**Attachment B
Consumer Marketing Program
Strategy**

Tactics in each promotion:

- Direct Mail
- Internet Media Buys/Promotion
- Public Relations/Promotion
- Magazine Buy
- Radio

Consumer budget proposed: \$679,768



Attachment C Reno-Tahoe, America's Adventure Place

Bay Area/Sacramento Public Relations/Promotions Plan Outline

Goal:

To engage in a comprehensive program that will increase awareness of Reno-Tahoe in the face of a changing gaming environment.

Target Region:

- Bay Area (San Francisco, San Jose, Oakland, Santa Rosa, Monterey)
- Sacramento Valley (Sacramento, Stockton, Fresno, Modesto, Grass Valley, Auburn, Roseville)

Target Audiences:

- Gamers
- Loyal and previous customers
- Outdoor action/adventure seekers
- Special event attendees
- Weekend getaways
- Media (print, broadcast and Internet)

Objectives:

- Create excitement about Reno-Tahoe, America's Adventure Place with target audience
- Enhance the Reno-Tahoe, America's Adventure Place brand in relation to the audience
- Promote the all-day, all-night activities available in Reno-Tahoe
- Gain support of Reno-Tahoe through strong promotions and aggressive media relations programs
- Develop long-term support from target audience of Reno-Tahoe

Strategy:

Develop a promotional program supported by an aggressive public relations program as outlined below.

Bay Area/Sacramento Promotion:

- Develop a comprehensive promotion specifically targeting the Bay Area and Sacramento drive-up/fly-in (Oakland/San Jose) FIT
- Incorporate regional partners in promotion, e.g., Southwest Airlines, outdoor adventure retail stores and companies, golf stores, gas partners (Chevron), grocery stores, car partners, etc., to develop a Reno-Tahoe, America's Adventure Place program including:
 - Online contest and promotional entry
 - Direct mail campaigns
 - E-mail marketing and Internet buy
 - Daily grand prize trips to Reno-Tahoe and grand prize trips awarded throughout
 - Exclusive incentives and offers from hotel/casino properties

Attachment C Reno-Tahoe, America's Adventure Place

- VIP tickets awarded to shows and special events taking place over the summer
- Action/adventure partner giveaways to further the brand image
- Develop partnerships with key target print, TV and radio partners to further the message and for added value
- Focus on the "Gaming Plus" strategy and America's Adventure Place
- Promotion to run starting mid-June 2003 to September 2003

Bay Area/Sacramento Media Tour

- Visit the major print, TV and radio media outlets in the Bay Area/Sacramento in an aggressive campaign designed to position Reno-Tahoe gaming properties as leaders
- Develop talking points and comparisons between winning or losing at a Nevada casino versus an Indian gaming property (involve regional marketing directors in a meeting to develop a cohesive message)
- Position Nevada gaming casino properties as a regulated industry
- Focus on the "Gaming Plus" strategy and America's Adventure Place
- Secure live TV programs from Reno-Tahoe to further enhance the brand
- Host a summer media FAM focusing specifically on the target region media to include newspapers, TV and radio for immediate results
- Media relations program starts immediately

Evaluation

- Promotional contest entrants
- Opt-ins for future information
- Visitor planner requests
- Web site hits and page views
- 800# calls
- Directing traffic to participating properties and attractions

Attachment D-1 RMC/Southwest Airlines Winter Promotion and Results

Goal:

To protect and develop air travel to Reno-Tahoe through comprehensive marketing efforts designed to increase awareness of the Reno-Tahoe region.

Objectives:

The following were objectives established by the RMC during this first regional partnership with an airline:

- Develop an ongoing partnership with Southwest Airlines for future opportunities
- Promote Reno-Tahoe's America's Adventure Place brand
- Increase awareness of Reno-Tahoe as a top ski destination
- Establish a benchmark for future promotions with airlines promoting our region to include:
 - Number of contest entries
 - Number of opt-ins
 - Visitor planner requests
 - Web site hits and page views
 - Positively impact the load factors with partner airline

Promotional Target Markets:

The following were the promotional target markets for the campaign: Boise, Las Vegas, Los Angeles, Oakland, Ontario, Phoenix, Portland, San Diego, San Jose, Seattle and Spokane.

Promotional Partners:

- Southwest Airlines provided airfare for the eight Grand Prize winners as well as the Ultimate prize winners for a total of 18 tickets. Additionally, Southwest provided 68 tickets in conjunction with the radio promotions in five target markets as determined by the RMC (see below for additional details on the promotions.)
- Secured room nights for the packages from hotel/casino properties in Reno-Sparks, Incline Village/Crystal Bay, Carson City and South Lake Tahoe:
- Daily Prize packages: Atlantis Casino Resort; Bliss Mansion Bed & Breakfast; Cal-Neva Resort Spa & Casino; Circus Circus Hotel Casino; Club Cal Neva Hotel Casino; Eldorado Hotel/Casino; Fitzgerald's Casino/Hotel; Harrah's Lake Tahoe; Harrah's Reno Hotel & Casino; Harvey's Resort and Casino; Hyatt Regency Lake Tahoe Resort & Casino; John Ascuaga's Nugget; Park Inn – Hardman House; Peppermill Hotel Casino; Reno Hilton; Sands Regency Casino Hotel; Silver Club Hotel & Casino; Silver Legacy Resort Casino; Tahoe Biltmore Lodge & Casino; and The Plaza Hotel.
 - Grand Prize packages: Atlantis Casino Resort; Circus Circus Hotel Casino; Eldorado Hotel/Casino; Harrah's Reno Hotel & Casino; Hyatt Regency Lake Tahoe Resort & Casino; John Ascuaga's Nugget; Peppermill Hotel Casino; and Silver Legacy Resort Casino.
 - Ultimate Ski Pass Grand Prize: Caesars Lake Tahoe (in addition to Sportif to provide outerwear)
- Ski lift tickets were secured from Ski Lake Tahoe resorts including Alpine Meadows, Heavenly, Kirkwood, Northstar, Sierra at Tahoe and Squaw Valley USA, in addition to Mt. Rose Ski Tahoe and Diamond Peak Ski Resort.

Attachment D-1 RMC/Southwest Airlines Winter Promotion and Results

Promotional Prizes: The promotion included the following:

- 60 Daily Prize packages with three night stay and two days of skiing; estimated value \$600
- Eight Grand Prizes with four night stay, three days of skiing, airfare and rental car; estimated value \$1,500
- One Ultimate Ski Pass Grand Prize with six night stay in a suite, \$150 daily food and beverage credit, five days of skiing, airfare, rental car, ski gear and spending money; estimated value \$6,000

Method of entry:

- Online at www.flyrenotahoe.com
- Brochure with postage paid mail-in card

Collateral:

- Two-page spread in Southwest Airlines Spirit Magazine's February and March issues
- Promotional brochure distributed at 11 participating airports
- Promotional insert provided to Southwest Rapid Reward Customers and Ticketless Travel customers
- Airport banners
- Breeze-way posters
- Buttons for Southwest employees

Radio Promotions: Working closely with Southwest Airlines, we were able to provide 34 three night packages and two days of skiing for use in securing radio promotions in targeted cities as determined by the RMC including: Las Vegas, Oakland, San Jose, San Diego and Phoenix. The total leverage dollar amount was \$348,575. Southwest provided 68 round-trip tickets in conjunction with these promotions.

Web Site: The www.flyrenotahoe.com Web site was updated and revised for the promotion since it was the primary location for entry submissions. The copy on the site was updated to be regional in focus and includes links to the following convention and visitor bureaus: Reno-Tahoe, Carson City, Incline Village/Crystal Bay and South Lake Tahoe. To promote the contest, Internet media buys and outbound e-mail campaigns were conducted with the following: OnTheSnow.com banners, dedicated e-mail blast (130,000 known skiers) and three inclusions with the Prize Vault mentions in the OnTheSnow weekly e-mail (130,000 each); received 650 additional entries from their Prize Vault, which were added to the RMC database as non-opted-in entrants.

- 130,000 dedicated e-mail blast distribution
 - 10,956 click-thrus
 - 8.43% click-thru rate
- 453,486 ad impressions
 - 16,340 click-thrus
 - 3.6% click-thru rate
- Weather.com banners
 - 1,042,376 ad impressions
 - 11,420 click-thrus
 - 1.1% click-thru rate
- Google.com banners
 - 221,649 ad impressions
 - 1,348 click-thrus
 - .61% click-thru rate

Attachment D-1 RMC/Southwest Airlines Winter Promotion and Results

- AZCentral.com, Arizona Republic's online newspaper, banners and inclusion in two travel e-mails
 - 46,638 e-mail distribution
 - 286 click-thrus
 - .61% click-thru rate
 - 8,071,527 ad impressions
 - 2300 click-thrus
 - .03% click-thru rate
- Snowbomb.com inclusion in one e-mail newsletter targeted to the Bay Area
 - Provided two packages with ski vouchers
 - 70,000 distribution
 - 637 click-thrus
 - .91% click-thru rate
- SFGate.com, San Francisco Chronicle's online newspaper, banners
 - 613,806 ad impressions
 - 1,039 click-thrus
 - .17% click-thru rate
- RenoLakeTahoe.com home page mention and link and inclusion in e-mail distribution newsletter
 - 1,134 entrants cited RenoLakeTahoe.com as their source
 - 100,559 impressions (estimated)
 - E-mail distribution of 5305
 - 316 click-thrus
 - 5.96% click-thru rate
- Southwest.com highlighted the promotion on the Rapid Report/Promotions portion of the site
 - 11,615 entrants cited Southwest.com as their source
 - No results available for click-thrus

Southwest Airlines Employee Promotion: RMC provided 10 packages (three night stay with two days of skiing) to Southwest to hold a contest internally. The contest was promoted on the Intranet and garnered more than 2,000 entrants—the largest response Southwest has ever received from employees for an online internal promotion.

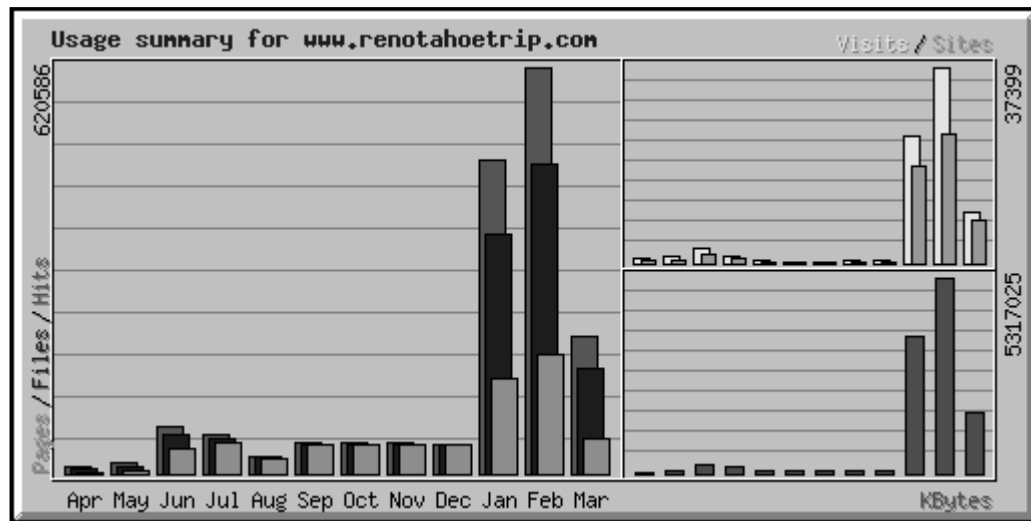
Public Relations: Coverage received in the Reno Gazette Journal, the Northern Nevada Business Weekly and in the Arizona Republic through the NCOT. Additional coverage reports will be reviewed throughout the next month.

Results: The following is a summary of results of the promotion (all duplicate entries have been removed):

- Total entrants: 34,507
- E-mail opt-ins: 7,449
- Visitor Planner Requests: 7,470
- Web site unique visitors and page views:
 - December:
 - Unique Visitors: 401
 - Page Views: 4,002
 - January:
 - Unique Visitors: 24,208
 - Page Views: 145,381

**Attachment D-1
RMC/Southwest Airlines
Winter Promotion and Results**

- February:
 - Unique Visitors: 37,399
 - Page Views: 181,809
- March (thru 3/13/03 am):
 - Unique Visitors: 9,790
 - Page Views: 53,194
 - 3/11 and 3/12 (day follow-up e-mails were sent) Stats
 - Unique Visitors: 7,407
 - Page Views: 18,085



Sources of entry for the contest:

- Other	12,489
- Southwest.com	11,615
- Weather.com	2,567
- OnTheSnow	2,567
- RenoLakeTahoe.com	1,134
- Google	853
- AZ Central	642
- Snowbomb	637
- Spirit Magazine	355
- Brochure	337
- SF Gate	152
- Radio	102
- Entrants w/o source	1,057

**Attachment D-1
RMC/Southwest Airlines
Winter Promotion and Results**

Top 20 States by Entry Total (not counting the 581 entries for Nevada):

- California	6,036
- Texas	2,873
- Arizona	2,037
- Florida	1,676
- New York	1,426
- Washington	1,134
- Illinois	1,028
- Ohio	1,004
- Massachusetts	996
- Pennsylvania	970
- Michigan	814
- North Carolina	763
- Colorado	733
- New Jersey	718
- Maryland	710
- Tennessee	674
- Virginia	657
- Georgia	654
- Missouri	615
- Oregon	548

(additional results are available)

Top 20 States by Activity Interest (does not include reading that counted for 8,016):

- Skiing	12,436
- Hiking	8,679
- Biking/cycling	4,791
- Golf	4,126
- Camping	3,849
- Fishing	3,515
- Movies	3,109
- Swimming	3,048
- Travel	2,792
- Snowboarding	2,636
- Boating	2,599
- Gambling	2,457
- Walking	2,379
- Water sports	2,114
- Dining/eating out	1,630
- Beach	1,528
- Shopping	1,325
- Tennis	1,305
- Running/jogging	1,266
- Outdoors	1,093

(additional results available)

Attachment D-1 RMC/Southwest Airlines Winter Promotion and Results

In addition to the numbers above, other areas to be evaluated throughout the coming months include:

- Relationship with Southwest, although they are excited to begin planning for the spring/summer promotion.
- Traffic directed to participating properties and attractions (determined primarily through redemption of the online coupons).
- Positively impact the load factors with Southwest based on January and February load factors. Prize redemptions including daily, grand and ultimate prize packages.

Follow-up

Based on the success of the program and total combined opt-in database (2002 Phoenix and 2002-2003 Southwest promotion), the following are some recommendations:

- Send out an e-mail announcing the winners of the promotion to all contest entrants.
 - Opt-ins: Entrants received an e-mail message highlighting the winners and encouraging them to stay tuned for our spring/summer promotion; look out for information about the destination and reminds them to use one of the numerous online coupons. Also included links to the interactive map and snow reports, two new site features.
 - 7,098 distribution
 - 2,611 click-thrus
 - 36.79% click-thru rate
 - Opt-outs: Entrants received an e-mail message highlighting the winners and encouraging them to consider opting-in to be one of the first to enter the spring/summer promotion. Additionally, we encouraged them to check out the numerous online coupons and included links to the interactive map and snow reports, two new site features.
 - 24,060 distribution
 - 6,244 click-thrus
 - 25.95% click-thru rate
 - As of 3/13/03, 169 people had opted-in that previously had not
- Develop an "editorial" calendar and timeline for distribution of an electronic newsletter on the destination. This would provide a consistent method of communication with those who want to learn about Reno-Tahoe and provide a mechanism for our participating RMC members to reach out to the database.

Attachment D-2 RMC/Southwest Airlines Spring Summer 2003

Promotion Name:

Reno-Tahoe "Choose Your Own Adventure" Sweepstakes

Description of Promotion

On the heels of the successful winter promotion completed in conjunction with Southwest Airlines, develop a promotion centered around the "America's Adventure Place" concept designed to highlight all the activities and events available throughout Reno-Tahoe.

Promotion Dates

Mid-May 2003: Pre-promotion

June-July 2003: Promotion

Promotions Description

Daily Prizes (one each day for 60 days)

Select one winner each day from the entries to receive a three day/two night trip to Reno-Tahoe from date package is awarded until October 31, 2003. The prize package would include accommodations at a property in Reno-Sparks, Carson City, Incline Village or South Lake Tahoe, one round of golf for two and an activity ticket for their choice of activities, providing winner a chance to "choose their own adventure."

Weekly Prizes (one each week)

Select one weekly winner of a trip to Reno-Tahoe to include four day/three night accommodations, meals (breakfast, lunch or dinner from participating property), airfare, one round of golf for two and two activity tickets, providing the winner a chance to "choose their own adventure."

"Choose Your Own Adventure" Ultimate Prizes (six total prizes)

Award six ultimate prizes from all entrants focusing on our region on August 4, 2003. Prize packages include:

- Adventure Package: Winner would receive a five day/four night adventure package to Reno with their choice of: kayaking, parasailing, mountain biking, Hummer off-road tour and two activity tickets. Winner would also receive accommodations, meals, entertainment, airfare and rental car.
- Arts and Culture: Winner would receive a five day/four night stay including accommodations, meals, entertainment, airfare, rental car and passes to several of our areas local art attractions including: the Nevada Museum of Art, Art Touring pass, any musical performances, summer entertainment events, Lake Tahoe Shakespeare Festival (if package is redeemed by August 24), Carson City museums and any other art focused tie in.
- Reno-Tahoe Open: Winner would receive VIP tickets to attend the Reno-Tahoe Open, in addition to three days of golf (Reno, Tahoe and Carson), five day/four night stay including accommodations, meals, spa treatment, entertainment and airfare and rental car. If possible, secure a pro-am spot for winner.
- Special Events Package: Winner would receive their choice of a Reno-Tahoe special event including: Hot August Nights, Lake Tahoe Shakespeare Festival, Best in the West Rib Cook-off, Great Reno Balloon Races, National Championship Air Races, Street Vibrations or the Great Italian Festival. Since several events in Carson and around Lake Tahoe overlap these, those events would be included in the package as well. Prize package includes five day/four night accommodations, meals, entertainment, airfare and rental car.

Attachment D-2 RMC/Southwest Airlines Spring Summer 2003

- Tahoe Adventure: Winner would receive a complete Tahoe adventure package including five day/four night stay at a Tahoe property, choice of three water activities, MS Dixie, tickets to the Lake Tahoe Shakespeare Festival (if package is redeemed in by August 24), guided Tahoe Rim Trail hike, mountain bike rentals, Ponderosa Ranch, etc. In addition to accommodations winner would receive meals, entertainment, airfare and rental car.
- Western Heritage: Winner would receive a getaway for four to Reno-Tahoe including a tour and ride at Tyson's Ranch, guided horseback tour, ride the V&T railroad, tour Virginia City, Ponderosa Ranch trail ride, passes for the historical museums in Carson City and more. In addition to the attraction the winner would receive a five day/four nights stay including accommodations, meals, entertainment, rental car and airfare.

Radio Promotion Prizes

As secured by Southwest Airlines, the RMC has the opportunity to participate in offering property packages to give away during radio promotions. Prizes would include accommodations for three day/two nights and an activity pass for two. Total packages to be determined and based on Southwest's participation.

Target Market:

FIT Traveler

Geographic Target Markets:

Based on the winter promotion, the summer promotion would follow the same model and include the 12 Western airports with direct or one-stop service to Reno-Tahoe including: San Jose, Oakland, Los Angeles, Ontario, San Diego, Portland, Seattle, Spokane, Las Vegas, Phoenix, Boise and Salt Lake City.

Additionally, Southwest will explore other target markets as determined by the RMC.

Objectives of campaign:

1. Promote Southwest Airlines service to Reno-Tahoe and fill seats
2. Promote Reno-Tahoe America's Adventure Place Brand
3. Get people to participate in promotion and grow Reno/Tahoe's presence in the ski market
4. Increase database and establish goal for the following:
 - a. Contest entrants
 - b. Opt-ins
 - c. Visitor planner requests
 - d. Web site hits and page views
 - e. 800# calls
 - f. Direct traffic to participating properties and attractions

Exclusivity:

Reno-Tahoe will work exclusively with Southwest Airlines for the time period of April 1 to June 31, 2003 to execute this promotion.

**Attachment D-2
RMC/Southwest Airlines
Spring Summer 2003**

Tactics:

- Rack Brochure available at Southwest airport travel centers
- Ad in Spirit Magazine, possible editorial in Spirit Magazine
- Direct mail campaign to all contest entrants in the winter promotion with a specific call to action
- Banners within airport gates/check-in counters, depending on individual airport restrictions
- "Build your own adventure" instant coupon/voucher for discounts from participating hotels, rental car and attractions
- Displays at airports with key markets to provide promotional information (depends on individual airports)
- Rapid Rewards inserts and mailings
- FlyRenoLakeTahoe.com promotion splash page and entry page and links to partners
- Employee communications with both SWA and hotel employees
- Radio promotions in primary target markets
- Outbound email campaign – using all partner databases send promotion emails with links to partners and booking capabilities
- Extensive Internet media buy to increase database and generate leads
- Develop Corporate Partners
- Public relations effort to promote promotional program in conjunction with SWA

Attachment D-3 RMC/Frontier Airlines Proposed Marketing Plan

Promotion:

Reno-Tahoe promotion developed in conjunction with Frontier Airlines

Description:

Develop a promotion and direct mail property incentives for Frontier Airlines passengers primarily on the East Coast, but if possible, system-wide, centered around the "America's Adventure Place" concept to promote the region and ease of access to Reno-Tahoe via Frontier.

Promotion Dates:

August 2003 to October 2003

Target Audience:

FIT Traveler

Geographic Target Markets:

- East Coast travelers on Frontier – top five destinations for added value
- West Coast travelers on Frontier – top five destinations for added value
- Top five cities system-wide for additional leveraged promotions and targeted direct mail program

Objectives:

- Promote Frontier service to Reno-Tahoe and fill seats
- Promote the Reno-Tahoe America's Adventure Place brand
- Further enhance the Frontier brand and increase name recognition including ease of access to Reno-Tahoe
- Get people to participate in the promotion and grow Reno-Tahoe's presence with the Frontier traveler
- Increase database and establish goals for the following:
 - Promotional contest entrants
 - Opt-ins
 - Visitor planner requests
 - Web site hits and page views
 - 800# calls
- Direct traffic to participating properties and attractions through targeted direct mail programs; utilize casino properties' databases to customize an offer for the Frontier traveler

Tactics:

Promotion: Develop a promotion with trip giveaways and incentives to Reno-Tahoe.

- Direct mail: using a third party mailing house for fulfillment, utilize properties' databases to reach travelers in targeted East Coast markets with special offer from airline and property

**Attachment D-3
RMC/Frontier Airlines
Proposed Marketing Plan**

- In-flight video / TV: secure coverage on Reno-Tahoe on in-flight video and announce the promo.
- In-airport presence: Determine how to promote Reno-Tahoe within Frontier's current airport promotional programs.
- In-flight magazine: announce the promotion and encourage editorial coverage of the promo.
- Ticket jackets: explore the possibility of customized ticket jackets featuring the Reno-Tahoe brand.
- Employees: Provide giveaways and incentives for Frontier employees to learn more about Reno-Tahoe.
- Online: Establish a separate promotional web site page to promote the contest and provide details on the airlines.
- Internet media buy: Develop an online media buy to complement the other marketing initiatives.
- Radio and print advertising: Leverage Frontier current advertising efforts to promote the contest and encourage travel to Reno-Tahoe.

Allocated budget \$150,000; max \$200,000

Attachment D-4 RMC/Alaska Airlines Proposed Marketing Plan

Promotion:

Reno-Tahoe promotion developed in conjunction with Alaska Airlines

Description:

Develop a promotion and direct mail property incentive to target the Southern California (LA) traveler and promote Alaska Airlines flights to Reno-Tahoe, centered around the “America’s Adventure Place” concept to promote the region and ease of access to Reno-Tahoe via Alaska Airlines.

Promotion Dates:

TBD

Target Audience:

Southern California FIT Traveler

Target Market:

Southern California

Objectives:

- Promote Alaska Airlines service to Reno-Tahoe and fill seats
- Promote the Reno-Tahoe America’s Adventure Place brand
- Further enhance the Alaska Airlines brand and increase name recognition including ease of access to Reno-Tahoe
- Get people to participate in the promotion and grow Reno-Tahoe’s presence with the Alaska Airlines traveler
- Increase database and establish goals for the following:
 - Promotional contest entrants
 - Opt-ins
 - Visitor planner requests
 - Web site hits and page views
 - 800# calls
- Direct traffic to participating properties and attractions through targeted direct mail programs; utilize casino properties’ databases to customize an offer for the Alaska Airlines traveler

Tactics:

- Direct mail: using a third party mailing house for fulfillment, utilize properties’ databases to reach travelers in Southern California with special offer from airline and property
- Develop a giveaway promotion to encourage travel to Reno-Tahoe via Alaska Airlines to include:
 - In-airport presence: Determine how to promote Reno-Tahoe within Alaska Airlines current airport promotional programs (counter cards, posters, banners, lapel pins, etc.)
 - Frequent Flyers: include a promotional announcement to Alaska Airlines frequent flyers highlighting the ease of access to Reno-Tahoe

**Attachment D-4
RMC/Alaska Airlines
Proposed Marketing Plan**

- In-flight magazine: announce the promotion and encourage editorial coverage of the promo.
- Employees: Provide Alaska Airlines employees with information on the promotion and direct mail offer
- Online: Establish a separate promotional Web site page to promote the contest and provide details on the airlines.

Allocated budget \$50,000; max \$75,000

Attachment E Web Marketing Plan FY 03-04

Background

RenoLakeTahoe.com was launched in September 2001, and site traffic has increased over 71% since the initial launch. According to the 2002 Visitor Profile study, 75% of respondents reported having Internet access, and 25% reported visiting RenoLakeTahoe.com. The Travel Industry Association of America (TIA) estimates that 64 million Americans now research their travel options online. The Internet is the number one source that travelers are using to plan their trip or vacation, making RenoLakeTahoe.com a key resource for reaching potential visitors.

RenoLakeTahoe.com has become the number one marketing tool for the RSCVA, as it provides details on all of the Adventure activities in the area, as well as information on local hotel/casino properties, Conventions & Meetings, Entertainment, and Gaming. The web site address, or URL, is included on all collateral, including print ads, the visitor planner, and the conventions & meetings planner. We rely on the web site to tell the 'whole story' about Reno-Tahoe, America's Adventure Place, in a way that none of our other mediums can.

In October 2002, the RSCVA created a new position in the Marketing department to focus on the web site and all online media. The Internet Marketing Manager is responsible for all site content, strategy, design, and promotion, including Search Engine Optimization.

Objectives

- Improve site usability
- Increase site traffic (unique visitors/page views)
- Grow e-mail database
- Improve search function

Goals

- Complete a web site redesign
- Increase unique visitors and page views by 25% to 798,000
- Increase referrals by 25% to 237,600
- Grow email database by 50% to 13,500

Tactics

The web site redesign will address the following priorities:

- Increase overall site usability -- The main focus will be to segment site visitors by target market on the home page. Target markets will include: Visitors (broken into Adventure Activities and Lodging); public relations; and planners for Meetings and Conventions.
- Increase property referrals -- The Lodging area of the site will be re-vamped to streamline the navigation.
- Increase e-mail opt-ins -- We will use graphics to call attention to the e-mail sign-up page, and will also conduct site promotions to build up the database.
- Increase Request for Purchase (RFP) submissions from Meeting Planners -- We will improve the RFP form, and will call attention to it throughout the Meeting, Convention, and Tradeshow area of the site using graphics.

Attachment E

Web Marketing Plan FY 03-04

Quarterly Promotions and Improved Search Engine Optimization

In March of 2003, a test promotion was initiated with the goal of increasing the RSCVA database. The promotion featured a ski sweepstakes, and the RSCVA rented an e-mail list of over 300,000 known skiers and sent this promotion. All local properties were invited to participate by providing one voucher for a two night stay. Six properties opted into this program. We found an organization that was willing to donate twelve tickets, and were able to offer a chance to win one of six Ski and Stay packages. This promotion increased the RSCVA database by 23%. In the next fiscal year, we will do quarterly promotions of a similar nature, with the goal of each increasing the database at least 15%. Each promotion will have a significant portion of the media buy geo-targeted to the drive market, and will be complemented by magazine buys and direct mail.

In June of 2003, the RSCVA launched the Best Rates program, which was created by the newly formed Internet Marketing Committee. The program was created in an effort to recapture some of the lost margin to travel wholesalers. The committee decided that the RSCVA should not create its own booking engine because they would prefer for visitors to book on their own sites. The premise of the Best Rates program is that hotels choose to participate and guarantee that the best online rates for their hotel will be on their hotel's own web site. Any hotel that fails to provide the best rates on their own web site will be removed from the program until the situation is rectified.

The Best Rates page consists of one page on the web site that lists the participating properties, and provides logos, property images, and bullet points of amenities. The links from the Best Rates page direct traffic into the reservation pages of each of the participating properties. The Best Rates program will be a prominent part of the quarterly promotions, and will also help facilitate increased referrals to the hotel properties.

We plan to increase site traffic by 25%, achieved by modifying and increasing Search Engine Optimization (SEO) efforts and initiating online promotions to drive traffic to RenoLakeTahoe.com. Regarding SEO, the cost per click will be reduced by almost 50% to an average of 54 cents per click. This will allow us to significantly increase the amount of words listed, resulting in increased traffic. Additionally, in the past, due to budget constraints, we had months where our SEO efforts were turned off in order to save money. Reducing the average cost per click will enable us to keep the SEO efforts live year-round, which will also help increase site traffic.

Past SEO efforts concentrated on general words that have a high cost per click, such as Reno, Reno Nevada, etc., and then drove traffic to the home page of RenoLakeTahoe.com. Our modified strategy will get much more granular, paying a lower average cost per click, optimizing thousands of words, and then directing traffic to the page on our site that is the most relevant for that word. For example, if someone was to search for 'kayak Lake Tahoe', we would present them with a link that would get them to the kayaking page of RenoLakeTahoe.com. Additionally, we will purchase keywords that will enable us to geographically target the drive market.

We will be discontinuing the Yahoo banner ads that the RSCVA has held for the past few years. Although the click-thru rate was good at 3.54%, the cost per click of \$1.84 is too high for our new strategy of reduced cost per click. The budget previously allocated to Yahoo banners will be redirected to pay-for-placement purchases on Overture and Inktomi.

Attachment E

Web Marketing Plan FY 03-04

Streamline Lodging Section

The primary objective of the site redesign is to improve the Lodging section of the web site so that it facilitates more property referrals, with a goal of increasing referrals 25% overall. The Best Rates program will also streamline the navigation for visitors that are searching for lodging, helping to funnel more traffic to the participating hotels.

SEO Co-op Programs

The RSCVA will also pursue co-op Search Engine Optimization (SEO) buys with the local properties, per the direction of the Internet Marketing Sub-committee. Co-op buys will require a buy-in for participation, and the funds gathered will be pooled to do one collaborative SEO buy. The goal is to decrease the amount of competition for certain keywords instead of having hotels bidding against each other, which increases the cost per click. Implementation will include the development of a page that has the top and left hand navigation and graphics of RenoLakeTahoe.com and the center of the page will feature a randomly ordered list of participants with property images and bullet points of property features.

Outsource On-site Search

The current search function on the web site is available to the RSCVA at no cost, but the results have been less than satisfactory. As a result, we have placed the search box towards the bottom of every page so that it isn't very prominent. The goal for FY 03-04 is to use a third party search solution that will use a program called a spider to crawl our web site regularly and index all of our pages, hence providing a more accurate search. This will also rectify the current situation of having two different search features – one for general site content, and one for the Datebook. Having a fragmented search solution significantly reduces the effectiveness, as users currently don't know that there are two searches available, nor do they know which one they need to use for their particular search.

A third party search provider will also be able to provide metrics regarding the popularity of keywords and phrases. This will enable us to determine what site visitors are most interested in, so that we can make sure there is a sufficient amount of content on those topics.

Implement an online mapping feature

The RSCVA has chosen a supplier to provide maps that will list all of our constituents, with an available mouse-over for more information on each of the properties. There will also be a printable version of our maps. These maps will also be available to convention, meeting, and tradeshow clients to purchase and personalize, with a commission payable to the RSCVA for the referral.

Develop an online version of the Visitor Planner

An online version of the Visitor Planner will enable visitors to build their own printable visitor planner, permitting the RSCVA to decrease the amount of hard copy Visitor Planners needed for mailing. The 2002 Visitor Profile indicated that 51% of respondents who stayed overnight reported making their reservations within two weeks of their visit. Having online fulfillment of Visitor Planner requests will cater to the needs of travelers who plan their vacations on a short lead time.

Attachment F National Bowling Stadium Marketing Plan

Background

Bowlers competing in championship tournaments have always enjoyed the way they are treated in “America’s Adventure Place” and the local tourism industry has always been happy to accommodate them. In 1992, the American Bowling Congress (ABC) and the Women’s International Bowling Congress (WIBC) both signed 15-year contracts to hold five tournaments in the new stadium.

The National Bowling Stadium (NBS) opened February 3, 1995. The American Bowling Congress’ 92nd Championship Tournament celebrating the organization’s 100th anniversary began the day after grand opening ceremonies. 93,000 bowlers on five-member teams brought an average of one guest each to the tournament, setting new records for the organization.

The Women’s International Bowling Congress’ first tournament was held March – July 1997. 85,000 women bowlers competed, setting their own new records for their tournament. Since then, the ABC has held its tournament in 1998 (84,402 bowlers) and 2001 (85,000 bowlers). The WIBC held its tournament in 2000 (71,600 bowlers) and 2003 (65,000 bowlers). The total economic impact for the tournaments so far equate to over \$610 million.

In addition to the two major tournaments, the National Bowling Stadium has been the host for The National Bowling Association (TNBA) national tournament & convention in 1996 and 1999 with each tournament bringing over 8,000 bowlers to Reno. The Professional Bowlers Association has conducted annual tournaments at the NBS since 1996. The NBS has hosted the PBA’s “major” tournaments: The Tournament of Champions, ABC Masters and the ABC Senior Masters. The FIQ World Championships were held at the National Bowling Stadium in 1995, where 65 countries competed in international competition.

The National Bowling Stadium has been the host for the United States National Amateur Championships, Senior FIQ Tournaments, and many other independent tournaments and special events.

The National Bowling Stadium is posturing itself as the ultimate facility for bowling tournaments and special events. The NBS is scheduled to host the ABC National Championships and the WIBC National Championships two more times. Negotiations are underway to extend the agreements with each organization. In addition the NBS will become part of the proposed Downtown Events Center (DEC) which will add convention, meeting, exhibit, and concert space to the downtown area. The DEC is planned for a January 2005 completion date.

Staff

The NBS has a full time staff of 7 people:

- I - General Manager
- I - Operations Manager
- I - Administrative Assistant
- I - A/V – Pinsetter Mechanic Supervisor
- I – Building Engineer Supervisor
- I – Pinsetter Mechanic
- I - Building Engineer

Attachment F National Bowling Stadium Marketing Plan

Mission Statement

The NBS department objective is to maintain existing business and grow new business that generates room nights via booking bowling events at the NBS. The department is also responsible for sales, operation and maintenance of the facility within an established budget and to promote the National Bowling Stadium to tournament organizations and conventions planners as the premier venue for bowling events and social events.

Objectives

1. To negotiate an extension of the American Bowling Congress contract to host their championships tournament at the NBS in 2010, 2013 and 2016.
2. To negotiate an extension of the Women's International Bowling Congress contract to host their championships tournament at the NBS in 2012, 2015, and 2018.
3. Attract 600 four-person teams to the inaugural ABC/WIBC Storm National Mixed Championships.
4. Position the NBS as the premier bowling venue in North America.
5. Operate within established budget.

Goals

FY	Room Nights*
2003-2004	8,000
2004-2005	25,000
2005-Beyond	640,000
TOTAL	673,000

(*New Room Nights)

Strategies

1. Maintain outstanding relationships with current NBS clients.
2. Attract new events to relocate to the NBS. Room night generating events are the first priority; and events with national or regional television exposure are the second priority.
3. Develop and promote our own bowling tournaments.
4. Attend industry meetings and tradeshows.
5. Public relations efforts.

Tactics

1. Successfully host the ABC Championships Tournament.
2. Develop partnerships with established industry associations and vendors.
3. Provide a second week in the NBS for a second nationally televised PBA Tour Stop at no cost to the PBA.
4. Purchase media exposure to promote events.
5. Develop direct mail pieces to promote events.
6. Identify media partners to promote NBS at a regional and national level.



**Attachment F
National Bowling Stadium
Marketing Plan**

Travel Schedule

1. **September 2003 – Bowling Headquarters - Milwaukee, Wisconsin**
Networking, tournament preparation meeting with ABC and WIBC
2. **October 2003 – Northern California Bowling Proprietor's Assn. – Reno, Nevada**
Exhibit in tradeshow and Silver Legacy Pavilion and host bowling tournament reception at NBS
3. **March 2004 – ABC Convention – Reno, Nevada**
Present contract extension proposal to ABC Delegates
4. **April 2005 – WIBC Convention – Wichita, Kansas**
Present contract extension proposal to WIBC Delegates and exhibit in tradeshow
5. **June 2005 – BPAA Convention – Las Vegas, Nevada**
Exhibit in International Bowling Proprietor's Annual Convention & Tradeshow

Attachment G Exhibit Booth/Hummer Plan

RSCVA OPPORTUNITY FOR WESTERN REGION DESTINATION AWARENESS

OVERVIEW

As the Reno-Sparks Convention & Visitors Authority continues the process of branding our destination as “America’s Adventure Place,” the outdoor and recreational amenities that are in abundance in our region parallel the marketing and sales plan that Winkle Motors has embraced for their Hummer store, “Hummer, Like Nothing Else.” Working from that strategy of promoting ourselves as the “Premier meetings destination in the West, surrounded by the world’s best outdoor amenities and recreation partnering with a local firm (60 years) to create community, regional and core market awareness could be achieved with a nationally recognized icon “H2” as the silent spokesman and rolling billboard of our destination.

ADVANTAGES & BENEFITS

The common synergy we seek with our clients and customers is best exemplified by the psychographics profile:

- Upscale, affluent buyer
- Seeks adventure both on and off road
- Participates in many outdoor adventure activities, which include:
 - Kayaking / Rafting
 - Biking
 - Windsurfing
 - Camping
 - Hiking
 - Skiing
 - Golf
 - Mountaineering
 - Off Road Racing and Endurance Competitions
 - Boating / Water Sports

The advantages of this partnership to our sales and marketing plan includes exhibit participation in several western regional and national tradeshows and conventions which occur in Nevada and California where we would utilize the Reno-Tahoe logoed Hummer H2 as the icon symbolizing America’s Adventure Place to create interest in our region as the premier outdoor, leisure and convention destination in the West, while presenting the Winkle/Rod Hall-equipped Hummer H2 as the vehicle that best exemplifies the type of client we are trying to attract to our region.

A direct benefit that will be realized by the RSCVA is that we are a major sponsor and contributor to over 15 community wide special events that draw a combined regional and national audience of well over 1.5 million people where a seasonally outfitted H2 will be placed in high-traffic areas for maximum exposure. Samples of these special events include:

**Attachment G
Exhibit Booth/Hummer Plan**

- Hot August Nights
- National Championship Air Races
- PGA's Reno-Tahoe Open
- Reno Rodeo
- Xterra Games
- Street Vibrations

In addition, authorized RSCVA staff will drive the H2 throughout our region during client site visits and FAMiliarization trips.

ASSOCIATED EXPENSES

The expenses of acquisition of the H2 and "outfitting" it are:

- | | |
|--|--|
| - Cost of H2 | no-charge (promotional costs paid by Hummer) |
| - Vehicle Registration | no-charge (loaner plates, property of Winkle Hummer) |
| - Insurance (Comp / Collision) | no-charge (covered under dealer loaner plates) |
| - Liability Insurance for RSCVA | covered by RSCVA Worker Compensation |
| - Graphics / Logos | no-charge (provided by local sign company) |
| - Gas, Oil, Routine Maintenance | \$ 5,000. |
| - 2 person Kayak | \$ 500. |
| - 2 Mountain Bikes | \$ 750. |
| - 1 pr. Skis | \$ 250. |
| - 1 Snowboard | \$ 500. |
| - 1 Golf Bag and Clubs | \$ 300. (Northgate and Wildcreek) |
| - Racks for Kayak, Bikes, Skis and Snowboard | provided at no-charge by Winkle Hummer |

The outdoor gear could be used as a grand prize drawing on a seasonal basis as a means of collecting demographic data at shows and events.

ASSOCIATED EXPENSES – H2 vs. existing trade show booth

There are three budget line items to consider:

1. Freight, drayage, set-up & tear-down costs
2. Promotion – traffic builder / booth awareness / data capture & give-away's
3. Airline tickets and related transportation costs

Attachment G
Exhibit Booth/Hummer Plan

Current budget snapshot of RSCVA tradeshow booth USAGE

Show / Event	City / Venue	Booth Size	2003-2004 Budgeted Costs (based on '02-'03 budget)	Current Booth Cost	H2 Program Cost*	Savings Realized
MPI Annual Convention	San Francisco/ Moscone Center	10' x 40'	Freight, etc. \$4250. Booth Décor \$3000. Travel \$1500.	\$8,750.00	\$1,500.00	\$7,250
IAEM Annual Convention	Las Vegas / LVCC	10' x 10'	Freight, etc. \$4250. Booth Décor \$1000. Travel \$ 600.	\$5,850.00	\$1,650.00	\$4,200.00
CA Seasonal Spectacular	Sacramento	RSCVA - 10' x Hotels - 10' x 70'	Freight, etc. \$250. Booth Décor \$3500. Travel \$150.	\$3,900.00	\$950.00	\$2,950.00
TOTALS				\$18,500.00	\$4,100.00	\$14,400.00
* Gas, Detailing, Drayage, Promo Material						

In addition to utilizing the H2 in the tradeshow exhibit space program, the H2 would be utilized for transporting RSCVA sales staff to Northern California, the Bay area, Central and Southern California for the purpose of field sales visits, thereby eliminating travel by air, local transportation rental / taxis. All of this will be accomplished while effectively and visually presenting our regional brand identity.

Consumer Media Plan 2003-2004

Golf

Golf the High Sierra Program
Golfer's Guide
GolfMagazine

Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
\$2,350	\$2,350								\$2,500	\$2,500	\$2,500
	Fall Golf - 3pgs				Golf Show Issue- 3 pgs					Spring-Summer	
	\$1,745				\$1,745					\$1,745	
		\$13,000					\$15,000	\$15,000	\$15,000	\$15,000	

\$12,200
\$5,235
\$73,000
\$90,435

Ski

SSMC- Ski
skiing

Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
				\$10,000							
				\$10,000							

\$20,000

Travel Publications

National Geographic Traveler

Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
		\$21,857									\$21,857
		v.ofMissippi									v.ofMissippi

\$43,714

Outdoor Publications

Hooked on the Outdoors

Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	\$13,640		\$13,640								\$13,640

\$54,560

Sacramento/SF Pubs

7 x 7 San Francisco
Sacramento Magazine
Core Market Promotions - TBD

Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
		\$4,590			\$4,590			\$4,590			\$4,590
		\$3,995			\$3,995			\$3,995			\$3,995

\$98,274
\$13,770
\$15,980
\$33,211
\$62,961

DRIVE MARKET CAMPAIGN

RADIO

Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
		\$13,256			\$13,256						\$13,256

\$39,768

DIRECT MAIL

Northern Calif.

Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
		Golf			Ski						Special Events
		\$40,000			\$40,000						\$40,000

\$120,000

INTERNET PROMOTIONS

TV - Sacramento/SF

Events	Events	Golf	Golf	Golf	Ski	Ski	Ski	Arts/Golf	Arts/Golf	Events
		\$25,000			\$25,000					\$25,000

\$100,000

RTO-Stockton/Fresno Campaign

Events	Events	Golf	Golf	Golf	Ski	Ski	Ski	Arts/Golf	Arts/Golf	Events

\$75,000

Visitor Planner Ads

Events	Events	Golf	Golf	Golf	Ski	Ski	Ski	Arts/Golf	Arts/Golf	Events
				\$6,885						
				\$6,885						

\$9,713
\$6,885
\$6,885
\$13,770

PR Consultant

Events	Events	Golf	Golf	Golf	Ski	Ski	Ski	Arts/Golf	Arts/Golf	Events

\$40,000

Contingency

Events	Events	Golf	Golf	Golf	Ski	Ski	Ski	Arts/Golf	Arts/Golf	Events

\$16,560

SBC - phone book ads

Events	Events	Golf	Golf	Golf	Ski	Ski	Ski	Arts/Golf	Arts/Golf	Events

\$20,000

Best Rates

Events	Events	Golf	Golf	Golf	Ski	Ski	Ski	Arts/Golf	Arts/Golf	Events

\$50,000

Internet-
Search Engine Optimization

Events	Events	Golf	Golf	Golf	Ski	Ski	Ski	Arts/Golf	Arts/Golf	Events

\$50,000

\$100,000

TV Sponsorships

ESPN GOG - ABC, ESPN, ESPN2
Reno Rodeo- OLN
Breeder's Invitational-Fox
Reno Tahoe Open- Golf Channel
Bull Runza - OLN
ABC Masters - ESPN
PBA - ESPN
X-Cart- Fox

Events	Events	Golf	Golf	Golf	Ski	Ski	Ski	Arts/Golf	Arts/Golf	Events

\$300,000
\$7,500
\$25,000
\$250,000
\$15,000
\$15,000
\$35,000
\$20,000
\$667,500

Consumer Marketing Sub-Total

\$706,481

Internet Sub-Total

\$100,000

TV Sub-Total

\$667,500

Travel Industry Sales Media Plan 2003-2004

Company	Median	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
GoGo Worldwide Vacations	Brochure/Web												
ASTA Directory	Ad												
Certified Vacations	Brochure/Web/Blast Faxes												
America West Vacations	Seat Back/R-T Advertising												
NTA Courier	Ad												
Mark Travel	SW Airlines Vacations												
Ski Press	Ads												
Destinations	Ad												
Travel Weekly	Feature												
Recommend	Feature												
NV Travel Planner	Ad												
Alaska Airlines Vacations	R-T Advertising/Web												
Key Holidays	Support/Snow Train												
American Airlines Vacations	Ads/Web/Direct Mail												
MLT	Web Specials/Direct Mail												
Nevada Destinations	Web Specials/Direct Mail												
National Motorcoach Network	Destination Ads												
Casino Tour Operators Association	Ad												
Receptive Services Association	Ad												
USTOA	Ad												
TIA	Ad												
Travel Age West	Ad												
Far West Ski Council	Ad												
Reno Chamber Orchestra	Ad												
Nevada Opera	Ad												

\$7,500
 \$5,000
 \$5,000
 \$20,000
 \$3,000
 \$20,000
 \$5,000
 \$5,000
 \$40,000
 \$10,000
 \$13,200
 \$20,000
 \$5,000
 \$15,000
 \$5,000
 \$2,500
 \$5,000
 \$750
 \$1,000
 \$2,000
 \$3,000
 \$2,500
 \$1,550
 \$1,000
 \$2,000

\$200,000

Travel Industry Sales Department Travel Schedule

Date	Location	Promotion	Market	Attending
JULY 2003				
19-22	Kansas City, MO	IACVB 89th Annual Convention	CVB	RW
26-28	Reno, NV	BLC Golf Tournament	WH/IW TA/TO	Staff
AUGUST 2003				
21-23	Branson, MO	* 20th Anniversary Ntn'l Motorcoach Ntwrk Invitational	MC	CN
22 & 23	Portland, OR	All About Golf Classic	WH	TS
24-27	San Diego, CA	Event Solutions EXPO	ED	BA
27-31	tbd	Ski Tops	TO	CN
tbd	Tulsa, OK	AA Vacations tour desk presentation	WH	TS
tbd	tbd	Amtrak Reservation Center Presentation	WH	CN
tbd	Seattle, WA	Alaska Airlines Vacations - Res. Center Presentation	WH	TS
SEPTEMBER 2003				
4	Denver, CO	Mile Hi Tours 30th Anniversary Tradeshow	WH/TA	TS
18-22	San Juan, Puerto Rico	GoGo Fall Learning Conference <i>GoGo invites 600-800 of their top "A" travel agents for trade show, seminars, and conference. Reno should participate in seminars.</i>	WH	TS
22-24	Chicago, IL	e-Travel Summit	ED	RW
29 - 10/1	Minneapolis, MN	MLT University <i>Tradeshow representing Northwest Airline World Vacations & Worry Free Vacations</i>	WH	TS
tbd	Livermore, CA	AAA Reservation Presentation	TA	CN
tbd	Kansas City, St.Louis	Mark Travel Corp/Funjet Vacations Product Launch	WH	TS
	Milwaukee, Chicago			
tbd	Chicago, IL	* Outdoor Adventure Days ~ Reno-Tahoe Nights <i>Sales mission and trade show coordinated by RSCVA. Area suppliers invited.</i>	WH	TS
tbd	Reno, NV	Outdoor Adventure FAM	TA	CN
OCTOBER 2003				
2	Minot, ND	MLT Vacations Tour Desk Presentation	WH	TS
10-20	China	Mission to China - State of Nevada - NCOT	CVB	RW
16-19	Vancouver, BC	Western Association CVB - WACVB	CVB	MM
20-22	Austin, TX	TIA Marketing Outlook Forum	ED	RW
21-26	Miami, FL	ASTA	TA	CN
31 - 11/2	Portland, OR	Portland SkiFever & Snowboard	Ski	CN
tbd	Phoenix, AZ	Reno Day at America West Vacations Res. Ctr. <i>Formal presentations in conjunction with AWV product launch</i>	WH	TS
tbd	Dallas, Denver	America West Vacations Product Launch	WH	TS
	Long Island, Chicago	<i>Targeted to leisure producing travel agents & travel agency consortia 150-225+ agents/show Possible informal tour desk presentation at AWV</i>		
tbd	Ft. Lauderdale, FL	Certified Vacations/Continental Vacations <i>Tour desk presentation for 100-150 reservation agents at the combined center.</i>	WH	TS
tbd	Reno, NV	AAA FAM	TA	CN
tbd	Reno, NV	American Express FAM	TA	CN

Travel Industry Sales Department Travel Schedule continued

Date	Location	Promotion	Market	Attending
NOVEMBER 2003				
6-9	Chicago, IL	Chicago Ski & Snowboard	Ski	CN
7-9	Houston, TX	Houston Chronicle Ski Fest	Ski	CN
7-9	San Jose, CA	* World Vacation Expo	TA	CN
13-15	San Francisco, CA	Cultural Tourism Alliance	ED	MM
14-16	Dallas, TX	Dallas Morning New Snowfest	Ski	CN
14-19	Charlotte, NC	NTA	TO	CN
17-20	Sac., Oak., San Fran. Silicon Valley	National Travel Exchange	TA	TS
20-23	Los Angeles, CA	Ski Dazzle Ski & Snowboard Show	Ski	CN
tbd	Orlando, FL	Mark Travel Corp./Southwest Vacations <i>Tour desk presentation</i>	WH	TS
tbd	Reno, NV	Travel Agency Top 100 FAM	TA	CN
tbd	No. Calif. - Bay Area	Outdoor Adventure Day - Reno/Tahoe Nights	TA	CN
tbd	Houston, San Antonio, Austin, TX	Continental Airlines Vacations Product Launch	TA	TS
DECEMBER 2003				
2	Salt Lake City, UT	Southwest Vacations <i>Reservation agent presentations at reservation center</i>	WH	TS
9-11	Maui, HI	USTOA Annual Conference & Marketplace	ED	RW
15-17	Las Vegas, NV	Governor's Conference on Tourism <i>Annual event in an educational format addressing current topics that face the tourism industry. Also offers excellent opportunity to network with tourism peers.</i>	ED	RW/CN/TS/MM
JANUARY 2004				
20-23	Mexico City, Guadalajara, MX	* CVA 2003 - Expo Vacances	TO	CN
16-20	New York City, NY	American Bus Association	MC	CN
24-25	Orange County, CA	* Orange County Register Travel Show	TA	CN
tbd	Reno, NV	Frontier Travel & Tours Group Leaders-Tradeshaw/FAM	TO	CN
tbd	Pharr, TX	HRN tour desk presentations	IW	TS
tbd	Portland & Seattle	* Outdoor Adventure Days ~ Reno-Tahoe Nights <i>Includes sales mission, tradeshow/dinner coordinated by RSCVA who invites area suppliers to participate in scheduled sales calls/wholes res center presentations along with an evening tradeshow dinner for area travel agents/wholesalers.</i>	WH/TA	TS
FEBRUARY 2004				
2-5	Reno, NV	Go West Summit	TA	RW/CN/BA
7-8	Los Angeles, CA	* LA Times Travel Show	TA	TS
13-15	Denver, CO	Denver Golf Expo	Golf	TS
13-15	Chicago, IL	Chicago Golf Show	Golf	TS
21-22	Boise, ID	Idaho Golf Show	Golf	TS
25-27	Reno, NV	Ski Reno Tahoe 2004 FAM		Staff
27-29	Seattle, WA	Pacific Northwest Golf Show	Golf	TS
tbd	Seattle, WA	Outdoor Adventure Day	TA	CN
tbd	tbd	International Cultural Tourism Alliance	ED	MM

Travel Industry Sales Department Travel Schedule continued

Date	Location	Promotion	Market	Attending
MARCH 2004				
5-7	Dallas, TX	Dallas Morning News World Golf Expo	Golf	TS
15-18	Dallas/Ft. Worth, Houston, Austin, San Antonio, TX	Mark Travel Corp/Funjet Product Launch	WH	TS
19-21	Portland, OR	Portland Golf Show	Golf	TS
25-29	tbd	Ski Tops	Ski	CN
tbd	St. Louis, Austin, Arlington, Dallas/Ft. Worth, TX	AA Vacations Product Launch <i>RSCVA participates in their tradeshow/product launch to approximately 300-500 travel agents.</i>	WH	TS
tbd	Reno, NV	AAA Travel Agent FAM	TA	CN

APRIL 2004

5-11	tbd	Mountain Travel Symposium	TO	CN
24-28	Los Angeles, CA	TIA Pow Wow <i>An annual appointment-based tradeshow that attracts international tour operators/wholesalers who meet with U.S. travel suppliers. The RSCVA coordinates booth space and invites the hospitality community to exhibit with us.</i>	WH	RW/CN/TS
30 - 5/2	Sacramento, CA	Haggin Oaks Golf Expo	Golf	TS

MAY 2004

tbd	Las Vegas, NV	Las Vegas-area wholesaler tour desk <i>presentations including Expedia, TravelWorm, Nevada Destinations, Las Vegas Travel</i>	IW	TS
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JUNE 2004

5-7	Reno, NV	Far West Ski Association	TO	RW/CN
tbd	Las Vegas, NV	* Travel Age West Trade Show	TA	CN

Key

RW	Ralph Witsell	* Pending - Participation not yet decided	CVB	Convention-Bureaus
CN	Carol Nicholson		ED	Educational/Conference
TS	Terry Schumacher		IW	Internet Wholesaler
MM	Mary Ann McAuliffe		MC	Motorcoach
BA	Bevin Anacker		TA	Travel Agents
			TO	Tour Operators
			WH	Wholesalers

This schedule is subject to change without notice.

Meetings, Conventions and Tradeshow Sales Department Travel Schedule

JULY 2003			MGR
7-11	Seattle/Portland	Sales Mission	*CC, VB
15-18	Minneapolis	CESSE Annual Meeting	CL
21-25	Chicago	Sales Mission	*CT, CC
AUGUST 2003			
3-5	San Francisco	MPI-WEC World Education Congress	RE, *CT, GB, CC
20-23	Reno, NV	Summer Fam/Reno-Tahoe Open	ALL
23-26	Honolulu	ASAE	BB
25-27	Providence, RI	SISO Executive Management Conference	RE, VB
SEPTEMBER 2003			
3-4	Washington, D.C.	HSMIA Affordable Meetings	LB
16-18	Chicago	IT & ME	GB
OCTOBER 2003			
6-10	Northeast	Sales Mission	*LB, RE, RS
20-24	Washington, D.C.	Fall Sales Mission	*LB, RE, VB, CC
NOVEMBER 2003			
17-21	Los Angeles/Orange County	Sales Calls	BM, AT, CC
DECEMBER 2003			
2-4	Las Vegas	IAEM Annual Conference	BB, *RE
3	Sacramento	CSAE Seasonal Spectacular	AT
15-17	Chicago	Association Forum Holiday Showcase	CT, GB
JANUARY 2004			
11-14	Indianapolis	PCMA Annual Conference	CT
FEBRUARY 2004			
TBD	Reno, NV	Ski Fam	ALL
9-13	Sac/San Fran/San Jose	Sales Mission	*BM, VB, RS
26	Washington, D.C.	Destination Showcase	LB
MARCH 2004			
3-9	Las Vegas	IFA	CL
TBD	San Francisco	SGMP Bay Area Chapter Educational Conf.	BM
APRIL 2004			
TBA		SISO CEO SUMMIT	BB, RE
14-15	Chicago	HSMIA Affordable Meetings Mid-America	RS
MAY 2004			
2-5	Reno	MILO	ALL
17-21	Washington, D.C.	Spring Sales Mission	RE, LB
26-30	Nashville	SGMP Annual Conference	AT
JUNE 2004			
TBA	Washington, D.C.	GWSAE Springtime	LB, GB
TBA	San Jose	HSMIA Affordable Meetings West	BM

Key

AT	Audrey Trump
BB	Bob Brown
BM	Bob Marso
CC	Carol Creeekman
CL	Chuck LaMothe
CT	Carina Taylor
GB	Gloria Brown
LB	Lynn Bowis
RE	Rob Enriquez
RS	Richard Scott
VB	Val Bush

Reno-Sparks Convention Center

Consolidated Summary
Annual Forecast FY 2003-2004

Account Description	Actual				Outlook FY 02-03	Budget FY 03-04	Increase (Decrease)	
	FY 98-99	FY 99-00	FY 00-01	FY 01-02			\$ Amount	% Percentage
Revenues								
Facility Rentals	936,715	1,108,882	888,359	818,686	1,667,590	1,881,692	214,102	12.8%
Concessions	271,234	207,056	118,891	187,753	300,403	254,266	(46,137)	-15.4%
Miscellaneous & Vending	73,529	98,851	97,729	116,079	449,869	267,295	(182,574)	-40.6%
Event Parking	220,099	233,733	206,265	203,693	270,605	317,800	47,195	17.4%
Total Revenues	1,501,577	1,648,522	1,311,244	1,326,211	2,688,467	2,721,053	32,586	1.2%
Expenses								
Payroll & Related	1,246,010	1,337,685	1,454,407	1,534,871	2,095,953	2,151,005	55,052	2.6%
Supplies & Services	871,840	895,147	785,207	1,074,515	1,658,216	1,646,735	(11,481)	-0.7%
Travel & Entertainment	10,337	2,518	9,198	4,902	16,719	14,535	(2,184)	-13.1%
Promotion & Advertising	3,034	10,282	4,521	2,260	1,732	360	(1,372)	-79.2%
Capital Outlay	49,431	8,718	2,333	2,543	-	-	-	0.0%
Total Expenses	2,180,652	2,254,350	2,255,666	2,619,091	3,772,620	3,812,635	40,015	1.1%
Departmental Profit (Loss)	(679,075)	(605,828)	(944,422)	(1,292,880)	(1,084,153)	(1,091,582)	(7,429)	0.7%
Margin Percentage	-45.2%	-36.7%	-72.0%	-97.5%	-40.3%	-40.1%	0.2	-0.5%

National Bowling Stadium
Consolidated Summary
Annual Forecast FY 2003-2004

Account Description	Actual				Outlook FY 02-03	Budget FY 03-04	Increase (Decrease)	
	FY 98-99	FY 99-00	FY 00-01	FY 01-02			\$ Amount	% Percentage
Revenues								
Lineage	475,614	1,616,252	1,906,979	175,935	1,378,671	2,053,000	674,329	48.9%
Tenant Leases	103,659	150,983	243,810	116,618	206,386	488,200	281,814	136.5%
Signage	255,682	362,247	129,481	85,440	39,980	35,000	(4,980)	-12.5%
Miscellaneous	133,913	19,920	106,223	4,800	157,203	170,000	12,797	8.1%
Dome Theater	187,914	111,626	46,934	1,744	-	-	-	0.0%
Parking	11,046	64,915	6,348	11,196	-	-	-	0.0%
Total Revenues	1,167,828	2,325,943	2,439,775	395,733	1,782,240	2,746,200	963,960	54.1%
Expenses								
Payroll & Related	1,108,416	1,565,354	2,166,544	1,083,290	1,265,679	2,231,772	966,093	76.3%
Supplies & Services	1,044,647	1,179,697	1,116,503	819,558	1,082,245	1,397,950	315,705	29.2%
Travel & Entertainment	28,728	24,179	16,966	10,946	25,110	25,000	(110)	-0.4%
Promotion & Advertising	67,806	161,657	58,225	3,178	118,780	7,500	(111,280)	-93.7%
Special Projects	1,041,035	504,036	519,873	444,928	512,500	370,000	(142,500)	-27.8%
Capital Outlay	11,657	35,112	6,666	-	-	-	-	0.0%
Total Expenses	3,302,289	3,470,035	3,884,777	2,361,900	3,004,314	4,032,222	1,027,908	34.2%
Departmental Profit (Loss)	(2,134,461)	(1,144,092)	(1,445,002)	(1,966,167)	(1,222,074)	(1,286,022)	(63,948)	5.2%
Margin Percentage	-182.8%	-49.2%	-59.2%	-496.8%	-68.6%	-46.8%	21.7	-31.7%
Events		WIBC	ABC		WIBC	ABC		

Reno Livestock Events Center

Consolidated Summary
Annual Forecast FY 2003-2004

Account Description	Actual			Outlook FY 02-03	Budget FY 03-04	Increase (Decrease)	
	FY 98-99	FY 99-00	FY 00-01			FY 01-02	\$ Amount
Revenues							
Facility Rentals	960,279	881,025	724,110	825,935	819,936	91,248	11.1%
Concessions	172,383	208,431	175,135	221,054	207,865	(2,887)	-1.4%
Miscellaneous	132,622	126,434	327,898	364,161	347,406	26,465	7.6%
Stall & Pen Rentals	4,376	3,951	4,255	3,283	4,938	916	18.6%
R.V. Parking	30,405	44,158	36,503	63,570	65,508	3,080	4.7%
Event Parking	72,948	103,583	124,765	151,575	123,377	17,859	14.5%
Total Revenues	1,373,013	1,367,582	1,392,666	1,629,578	1,569,030	136,681	8.7%
Expenses							
Payroll & Related	906,597	874,889	955,391	976,035	1,036,595	(41,614)	-4.0%
Supplies & Services	503,387	659,345	653,994	678,423	704,127	21,623	3.1%
Travel & Entertainment	12,867	11,520	10,027	6,055	9,800	(25)	-0.3%
Promotion & Advertising	13,656	15,689	8,470	6,446	5,018	982	19.6%
Special Projects	47,047	33,265	19,500	20,000	5,300	14,200	267.9%
Capital Outlay	28,210	-	3,190	-	-	-	0.0%
Total Expenses	1,511,764	1,594,708	1,650,572	1,686,959	1,760,840	(4,834)	-0.3%
Departmental Profit (Loss)	(138,751)	(227,126)	(257,906)	(57,381)	(191,810)	141,515	-73.8%
Margin Percentage	-10.1%	-16.6%	-18.5%	-3.5%	-12.2%	9.3	-75.9%

Northgate Golf Course

Consolidated Summary Annual Forecast FY 2003-2004

Account Description	Actual			Outlook FY 02-03	Budget FY 03-04	Increase (Decrease)	
	FY 98-99	FY 99-00	FY 00-01			FY 01-02	\$ Amount
Revenues							
Green Fees 18 Hole	481,909	518,760	422,060	308,430	394,723	54,277	13.8%
Memberships	48,400	56,700	53,317	106,975	68,800	19,200	27.9%
Pro Shop	86,486	72,395	70,304	62,637	60,439	9,561	15.8%
Miscellaneous & Lessons	90	-	1,355	3,659	8,594	(594)	-6.9%
Food & Beverage	157,859	175,681	166,661	112,672	145,667	18,111	12.4%
Cart Rental	232,364	249,776	173,351	128,257	198,927	30,073	15.1%
Driving Range	49,114	55,379	45,254	55,946	59,139	7,861	13.3%
Total Revenues	1,056,222	1,128,691	932,302	778,576	936,289	138,489	14.8%
Expenses							
Payroll & Related	456,381	560,679	639,715	697,330	533,930	85,684	16.0%
Supplies & Services	420,974	567,958	529,808	472,968	408,554	19,878	4.9%
Travel & Entertainment	-	-	-	-	75	225	300.0%
Promotion & Advertising	6,680	37,337	3,722	6,257	189	11,811	6249.2%
Capital Outlay	-	6,132	4,065	2,570	1,206	(1,206)	-100.0%
Depreciation	329,369	376,482	394,520	383,580	391,500	(61,500)	-15.7%
Total Expenses	1,213,404	1,548,588	1,571,830	1,562,705	1,335,454	54,892	4.1%
Departmental Profit (Loss)	(157,182)	(419,897)	(639,528)	(784,129)	(399,165)	83,597	-20.9%
Margin Percentage	-14.9%	-37.2%	-68.6%	-100.7%	-42.6%	13.3	-31.1%
Statistics							
18 Hole Course	22,146	24,018	19,806	18,413	20,647	1,353	6.6%
Total Rounds	22,146	24,018	19,806	18,413	20,647	1,353	6.6%
Total Revenue Per Round	\$47.69	\$46.99	\$47.07	\$42.28	\$45.35	\$3.51	7.7%
Profit (Loss) Per Round	(\$7.10)	(\$17.48)	(\$32.29)	(\$42.59)	(\$19.33)	\$4.99	-25.8%

Wildcreek Golf Course
Consolidated Summary
Annual Forecast FY 2003-2004

Account Description	Actual				Outlook FY 02-03	Budget FY 03-04	Increase (Decrease)	
	FY 98-99	FY 99-00	FY 00-01	FY 01-02			\$ Amount	% Percentage
Revenues								
Green Fees 9 Hole	347,554	345,913	333,496	360,489	369,232	400,000	30,768	8.3%
Green Fees 18 Hole	798,593	888,124	973,687	896,493	909,763	931,000	21,237	2.3%
Memberships	141,739	156,923	176,520	125,818	147,646	155,000	7,354	5.0%
Pro Shop	182,156	193,092	187,196	184,618	173,332	177,300	3,968	2.3%
Miscellaneous & Lessons	8,567	3,382	3,602	22,129	16,190	22,700	6,510	40.2%
Food & Beverage	350,951	373,677	399,554	382,010	343,198	395,963	52,765	15.4%
Cart Rental	387,999	394,441	396,413	374,974	332,087	371,000	38,913	11.7%
Driving Range	119,317	119,040	116,592	129,176	129,726	139,000	9,274	7.1%
Total Revenues	2,336,876	2,474,592	2,587,060	2,475,707	2,421,174	2,591,963	170,789	7.1%
Expenses								
Payroll & Related	865,976	946,873	1,025,619	1,210,751	1,263,307	1,080,128	(183,179)	-14.5%
Supplies & Services	1,086,554	1,177,067	1,236,278	1,168,574	941,595	970,251	28,656	3.0%
Travel & Entertainment	2,256	2,666	5,164	5,952	3,371	3,560	189	5.6%
Promotion & Advertising	16,104	12,475	20,631	12,062	8,134	12,000	3,866	47.5%
Capital Outlay	341	6,132	4,065	2,495	1,557	9,300	7,743	497.3%
Depreciation	166,712	186,618	216,353	185,909	191,500	187,200	(4,300)	-2.2%
Total Expenses	2,137,943	2,331,831	2,508,110	2,585,743	2,409,464	2,262,439	(147,025)	-6.1%
Departmental Profit (Loss)	198,933	142,761	78,950	(110,036)	11,710	329,524	317,814	2714.0%
Margin Percentage	8.5%	5.8%	3.1%	-4.4%	0.5%	12.7%	12.2	2528.6%
Statistics								
9 Hole Executive	31,820	36,150	37,696	38,339	37,529	37,400	(129)	-0.3%
18 Hole Championship	39,069	36,013	39,823	34,183	35,917	33,100	(2,817)	-7.8%
Total Rounds	70,889	72,163	77,519	72,522	73,446	70,500	(2,946)	-4.0%
Total Revenue Per Round	\$32.97	\$34.29	\$33.37	\$34.14	\$32.97	\$36.77	\$3.80	11.5%
Profit (Loss) Per Round	\$2.81	\$1.98	\$1.02	(\$1.52)	\$0.16	\$4.67	\$4.51	2831.6%
Cash Flow	365,645	329,379	295,303	75,873	203,210	516,724	313,514	154.3%