



RHODE ISLAND CONVENTION CENTER AUTHORITY

- Highlights from 2024
- Strategic Plan 2025-2027





A WORD FROM THE CHAIRPERSON

Dear Stakeholders:

As we look back on a remarkable year, we are excited to share that Rhode Island's premier cultural venues have once again exceeded expectations. The Rhode Island Convention Center Authority (RICCA) and its venues, Rhode Island Convention Center, Amica Mutual Pavilion, and The Vets—have seen tremendous success, providing world-class entertainment and hosting events that continue to make our state a sought-after destination for visitors and residents alike.

In the past year, these venues solidified Rhode Island's reputation as a top destination for entertainment, business and tourism by:

attracting over one million attendees
grossing over \$36 million in revenue
generating more than \$330 million in economic impact

The following pages offer a look at some of the key accomplishments of 2024 and provide a roadmap for our future, with strategies designed to promote sustained growth and innovation at these vital state assets.

We are deeply grateful to Governor McKee, our partners at the State House, and the dedicated Board of Commissioners whose continued support and hard work remain essential to our success. We also deeply appreciate the hard work and dedication of our employees, whose efforts are the foundation of our success. Their commitment and passion make all the difference.

We look forward to another year of progress and partnership as we continue to enhance Rhode Island's cultural and economic vitality.

Sincerely,

Ernest Almonte

ERNEST ALMONTE



A WORD FROM THE EXECUTIVE DIRECTOR

Dear Fellow Rhode Islanders:

This past year marked the start of tremendous momentum and positive change within the Authority's venues. Our team has been hard at work executing our strategic plan which includes the transformation of many spaces within the RI Convention Center, Amica Mutual Pavilion and The Vets. Notably, the fifth-floor upgrades have commenced within the Convention Center and soon we will be expanding space on the third floor to act as a centralized meeting and socializing spot. The North and South parking facilities have been upgraded with new technology to increase transaction speeds and repairs have been made to improve durability and safety.

The Authority is also extremely pleased to be partnering with the Oak View Group (OVG), our new management company overseeing the RI Convention Center, AMP and Innovation District Garage. OVG brings unequalled experience in managing arenas and convention centers around the world. In just a short time, they have made an enormous positive impact on the operations of our facilities. Throughout this document, you'll get a chance to see OVG's leadership team and read about their enthusiasm for the venues.

We are all looking forward to another incredibly successful year and hope to see you at one of our venues soon!

Sincerely,

Daniel P McConaghy

DANIEL P. MCCONAGHY



ABOUT THE RHODE ISLAND CONVENTION CENTER AUTHORITY

The Rhode Island Convention Center Authority operates the Rhode Island Convention & Entertainment Complex which includes:

- **Rhode Island Convention Center and Garages (RICC)**
- **Amica Mutual Pavilion (AMP)**
- **Veterans Memorial Auditorium (VETS)**
- **Innovation District Garage (IDG)**

The Authority is governed by an eleven-member Board of Commissioners who work with several partners to manage and book its facilities.



MISSION STATEMENT & PRIMARY GOALS

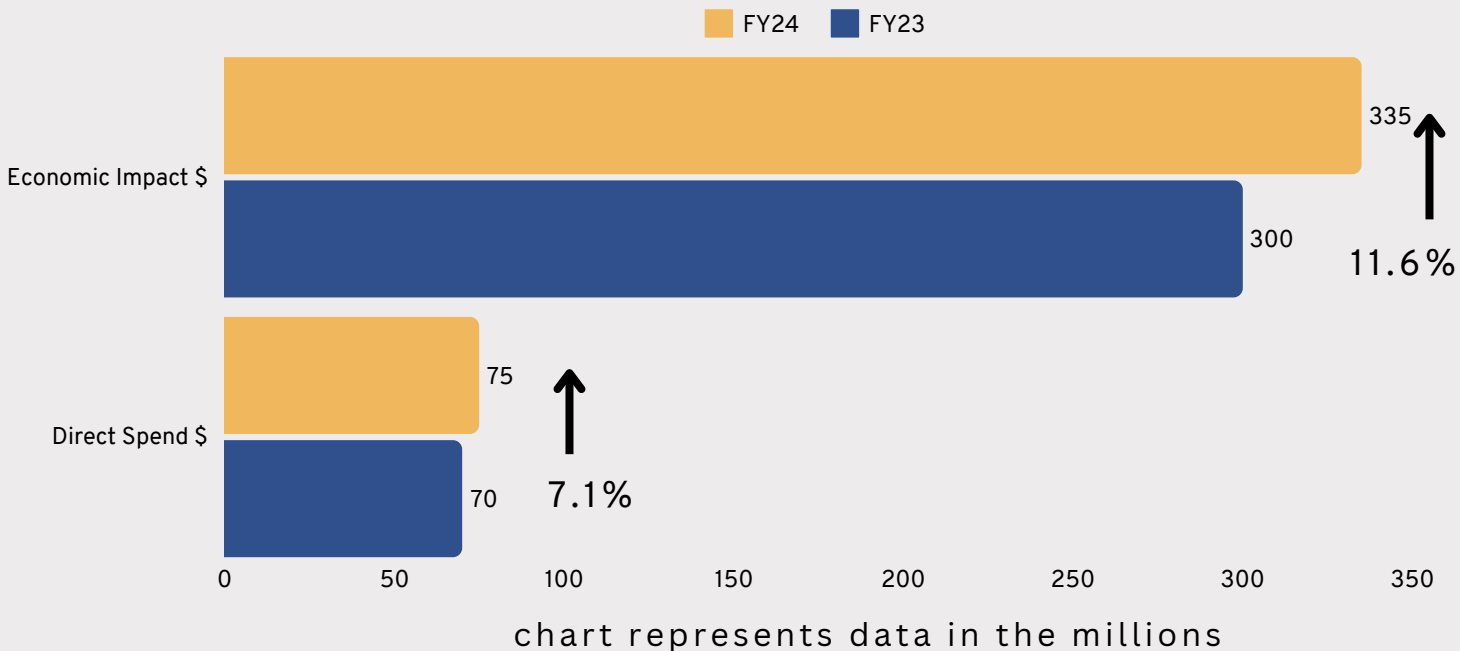
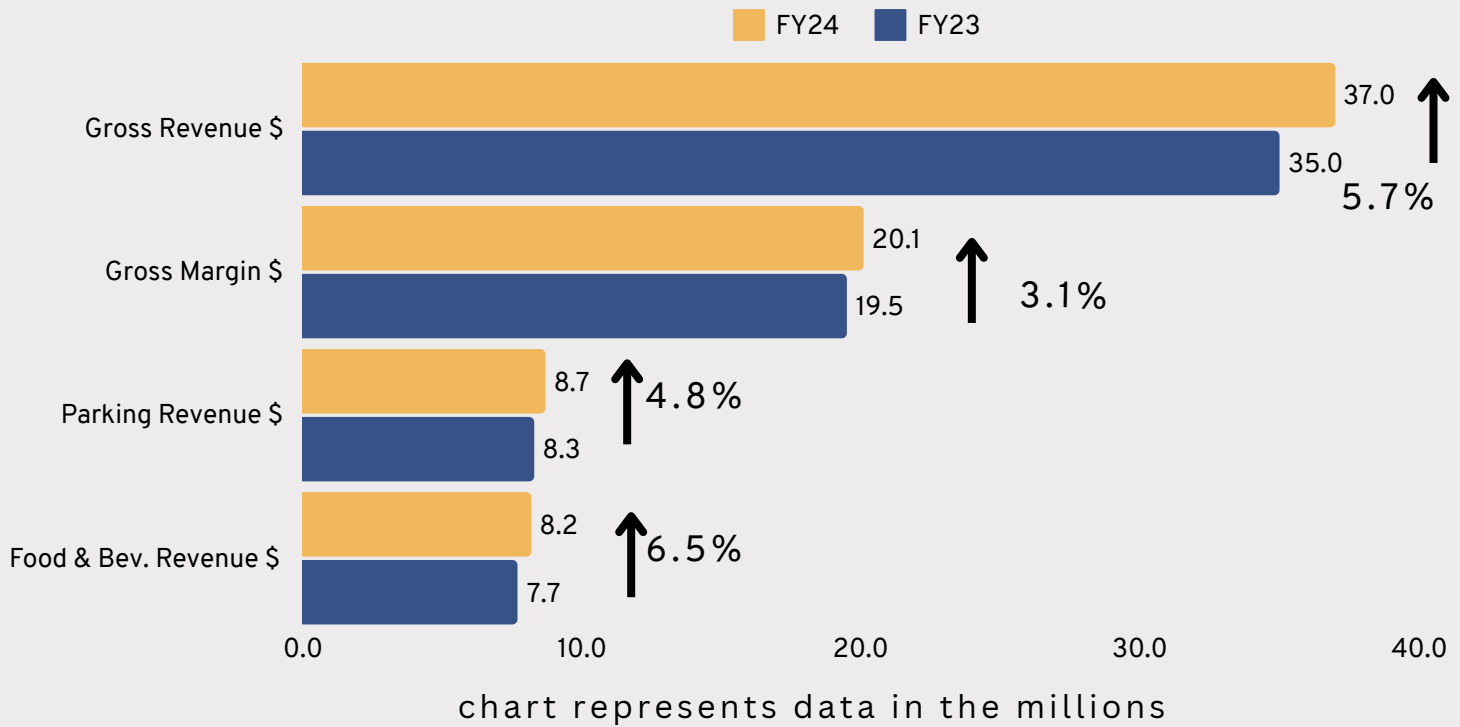
The mission of the Rhode Island Convention Center Authority and its management organizations is to stimulate Rhode Island's economy by creating jobs within the local community and attracting conventions, exhibitions, tradeshow, concerts, sporting events and live entertainment to its three venues. Our goal is to operate at the greatest public benefit at the least public cost.

- PRODUCE MEASURABLE ECONOMIC IMPACT
- ENHANCE REVENUE ACROSS ALL FACILITIES
- MAINTAIN THE HIGHEST LEVEL OF CLIENT & GUEST SATISFACTION AND SAFETY
- RETAIN EXISTING CLIENTS AND ATTRACT NEW BUSINESS
- SERVE THE LOCAL COMMUNITY

2024 MAJOR HIGHLIGHTS

670 EVENTS
UP BY
33%

1M+ PATRONS
UP BY 11%



Direct spend refers to the immediate financial expenditures made by event organizers, attendees, and vendors that are directly associated with the operation of the venues. These expenses are directly tied to the activities taking place at the convention center, arena, or theatre, and they contribute to the local economy. These direct expenditures are crucial in determining the economic impact of these venues on the local economy, as they represent the spending that occurs as a direct result of events held. This spend is often used in economic impact studies to assess the venues' contributions to local businesses, jobs, and overall economic activity.

STRATEGIES FOR 2024

RHODE ISLAND CONVENTION CENTER



- Work cohesively with the Providence Warwick Convention & Visitors Bureau (PWCVB) to layer business, maximize space utilization and prioritize events, which will yield maximum revenue. Engage with a company to provide an economic impact study of the marketplace and report on suggestions for future expansion and renovations.
- Secure a management company that can provide resources and leads in the meeting and convention space to convert new business.
- Provide an evaluation and comparison of competing venues such as Pittsburgh, Raleigh-Durham, Baltimore, Charlotte, Boston and Hartford around sustainability and industry trends.
- Invest more than \$4.0m in a robust WIFI, Private Network system to improve the guest experience, generate service income revenue and enhance food and beverage opportunities.
- Develop an aggressive plan to maximize food and beverage revenue in relationship to rental structures. Prepare to renovate the 5th floor to increase revenue growth potential by 10% based on improvements.

2024 RESULTS

1. MAXIMIZED UTILIZATION, SPACE AND REVENUE

- 83% days occupied
- Revenue increased 11%
- Number of events increased 24%
- Attendance increased 9%
- Completed economic impact study based on expansion

2. SECURED NEW MANAGEMENT COMPANY

- Oak View Group (OVG) started July 1, 2024
- Immediate impact on food & beverage; additional results pending

3. COMPETITORS ANALYZED

- Evaluated as part of Hunden economic impact study

4. INVESTED IN WI-FI AND PRIVATE NETWORK

- Work completed - summer of 2024
- Applying technology to exhibitor and Food & Beverage services

5. MAXIMIZED FOOD & BEVERAGE REVENUE & FIFTH FLOOR RENOVATIONS

- OVG has invested in new equipment and restructured the menu, staffing and concessions
- Fifth floor renovations - November 2024 through Summer 2025
- Third floor rotunda bar construction - March 2025 through September 2025

“Our management approach, coupled with providing exceptional food and beverage offerings, are central to delivering an unforgettable experience for our audiences. We are excited about the opportunity to partner with RICCA and are fully committed to further establish Providence as a premier destination for live entertainment and meetings -- bringing substantial economic benefits to the city and fostering growth and opportunity for years to come.”

GREG O'DELL
PRESIDENT OVG360 VENUE MANAGEMENT



STRATEGIES FOR 2024

AMICA MUTUAL PAVILION



- Invest over \$3.0m in renovations and upgrades to existing hospitality space, suite level and premium space to maximize revenue and patron experience. Add to seating capacity and improve operations through \$3.2m investment.
- Secure a management company who is committed to providing support in programming, leveraging national tour dates and competing with similar venues such as the CT casinos, Hartford, Boston, and regional stadiums.
- Invest more than \$4.0m to a robust WIFI system which will improve the patron experience and enhance our food and beverage service opportunities.
- Bi-monthly meetings with Amica to review promotional and content building opportunities. Evaluation of the agreement and exploration of additional partnership events.
- Grow the American Young Voices to an annual event through support from the Commissioner of Education. Support the Rhode Island Interscholastic League to increase attendance and awareness of their Divisional Tournament.

2024 RESULTS

1. INCREASED REVENUE OPPORTUNITIES

- Number of events and attendance up 2%
- Revenues down 13% due to building closure in Q1 of FY24; fewer mega-events like Pitbull, Sebastian Maniscalco (returning March 2025) and one less WWE

2. UPGRADED HOSPITALITY SPACES; INCREASED SEATING CAPACITY

- Discussions continue about the highest and best use for hospitality upgrades
- Seating project increased capacity by 450 seats; completion summer 2025

3. SECURED NEW MANAGEMENT COMPANY

- Oak View Group (OVG) selected; started July 1, 2024; transition in progress; additional results still pending

4. INVESTED IN WI-FI

- Work completed - summer of 2024
- First season of use; impact being evaluated

5. ENGAGED WITH AMICA

- Relationship continues to grow and develop
- Outstanding partnership; always looking for opportunities to leverage the partnership

6. INCREASED COMMUNITY ENGAGEMENT

- American Young Voices still in development; Rhode Island Interscholastic Tournament was very successful and plan to return in 2025

“We are excited to bring world-class events, new business opportunities, and exceptional experiences to the Amica Mutual Pavilion and the Rhode Island Convention Center. This partnership reflects our shared commitment to driving prosperity and improving the quality of life for everyone in the region. At the heart of our success is our dedicated employees, who will deliver outstanding service to both clients and guests.”

HANK ABATE
PRESIDENT NORTHEAST



STRATEGIES FOR 2024

THE VETS



- Utilize marketing and tracking platforms to better understand and reach patrons.
- Invest \$1m on a new state of the art sound system, LED stage lighting, dressing room renovations and rigging systems to keep The Vets very competitive in the theatre division.
- Leverage the Professional Facilities Management (PFM) programming team to bring in a variety of event types to increase bookings and compete against venues and folk festivals locally in RI, Boston and southeastern Massachusetts.
- Work closely with the tenants of the venue to help increase utilization days and attendance through marketing support and resources.
- Plan for future bar renovations to add more service areas and points of sale. Add menu options and upgrades to increase ancillary revenue.

2024 RESULTS

1. UTILIZED NEW MARKETING AND TRACKING PLATFORMS

- Captured increased data through new platforms such as Paciolan ticketing and Google analytics

2. INVESTED IN SOUND, LIGHTING AND RIGGING SYSTEMS

- Rhode Island Capital Plan Fund (RICAP) awarded in FY25 to commence sound and lighting projects; rigging in future requests

3. LEVERAGED PROFESSIONAL FACILITIES MANAGEMENT PROGRAMMING

- Number of events and attendance up 20%
- Revenue up 26%
- Comedy acts up 23% and podcasts being rolled out

4. COLLABORATED WITH TENANTS ON SCHEDULING

- Discussions with dance recitals to move to mid-week dates has been successful
- Discussions continue with Rhode Island Philharmonic Orchestra (RIPO) about adjusting their schedule to free up better nights; may take a year or two to execute

5. IMPROVED FOOD & BEVERAGE SALES

- Food & Beverage revenues up 22%
- Rhode Island Capital Plan Fund (RICAP) funds available in FY25 to renovate bars and increase points of service

“Professional Facilities Management (PFM) is proud of our collaboration with the Rhode Island Convention Center Authority (RICCA). The transformation of The Vets into a premier performance venue is a testament to the strength of the RICCA-PFM partnership and shared vision. Our strategic focus on enhancing both patron and performer experiences and our commitment to excellence in both programming and operations have resulted in an ever-increasing number of outstanding presentations of in-demand local and national talent. Together, we have elevated The Vets to a thriving cornerstone of our cultural community and a driver of local economic growth.”

J. LYNN SINGLETON
PRESIDENT & CEO
PROFESSIONAL FACILITIES MANAGEMENT



STRATEGIES FOR 2024

INNOVATION DISTRICT GARAGE



- Invest in the fabrication of brand badging and design of a new website to promote the garage.
- Establish an outreach program and communication materials to distribute to identified groups for parking and engage in a retail broker to lease the remaining space.
- Enlist an established mobile parking app platform and provider.
- Invest in the installation and operation of 8 Electric Vehicle (EV) charging stations.
- Commit to a \$5m investment in installing a solar canopy on the top floor of the garage as the first major solar project in the City. Realize the economic benefit of returning energy to the grid.

2024 RESULTS

1. BRANDED THE GARAGE

- Website designed and launched in FY24
- Signage approved; install slated for Q1 of 2025

2. OUTREACH PROGRAM TO BOOST SALES

- Still working on the right approach
- Challenging environment; exploring limited opportunities; leverage I-195 District First Floor Retail program

3. LAUNCHED MOBILE APP PLATFORM

- Flash has been engaged; roll out commencing; results to be monitored

4. INSTALLED FLASH PARKING ELECTRIC VEHICLE (EV) STATIONS

- Four electric vehicle stations with two plugs each installed in FY24
- Revenues have been modest; will evaluate marketing, cost structure in FY25 and beyond

5. SOLAR CANOPY

- Project has been discontinued due to lack of feasibility

“Our objective is to elevate the guest experience by modernizing technology, which includes upgrading digital platforms and integrating advanced solutions. We aim to generate increased revenue, reduce our environmental footprint, and promote sustainability through the installation of electric vehicle (EV) charging stations. This strategy will not only improve convenience for guests but also support Eco-friendly initiatives and align with our commitment to a greener future. “

JOE LEUNG
VICE PRESIDENT OF PARKING & MOBILITY



STRATEGIES FOR 2025-2027



RHODE ISLAND CONVENTION CENTER

Collaborate with Oak View Group (OVG) to explore sustainability options and institute a plan. **Leverage** data and information from the Convention & Visitors Bureau (CVB) to develop new business strategies and increase the number of total bookings annually.

Generate increased bookings, revenue opportunities and improve upon the guest experience through a newly renovated 5th floor, added venue amenities and reorganization of the food & beverage division.

Invest \$9.2M in infrastructure improvements including upgrades to the escalators, loading docks, and elevators. Additional enhancements will also include renovations to the pre-function space on the 3rd level.

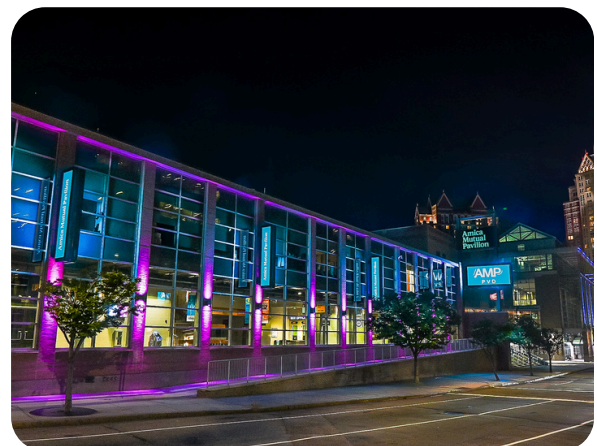
AMICA MUTUAL PAVILION

Collaborate with Oak View Group (OVG) to explore sustainability options and institute a plan for the arena.

Leverage support from the new OVG management network to increase the number of events held annually.

Generate revenue and enhance the customer experience through premium hospitality opportunities and technology upgrades. Develop enhanced content to include Latin, Christian, Afro-beats, etc.

Invest \$8.6M in premium space upgrades and the development of enhanced opportunities to expand and maximize utilization of hospitality space throughout the venue.



STRATEGIES FOR 2025 -2027



THE VETS

Collaborate with the Convention & Visitors Bureau (CVB) and other local venues to ensure the successful launch and future growth of the Lil Rhody Laugh Riot.

Leverage continued support from Professional Facilities Management (PFM) to secure an increased number of events annually.

Generate revenue and enhance the customer experience through the implementation of new technology, enhanced digital platforms and other data analytical tools.

Invest \$1.1M in upgrades to the audio system, lighting design and dressing room amenities to enhance the overall experience for promoters, artists, and guests attending events.

INNOVATION DISTRICT GARAGE

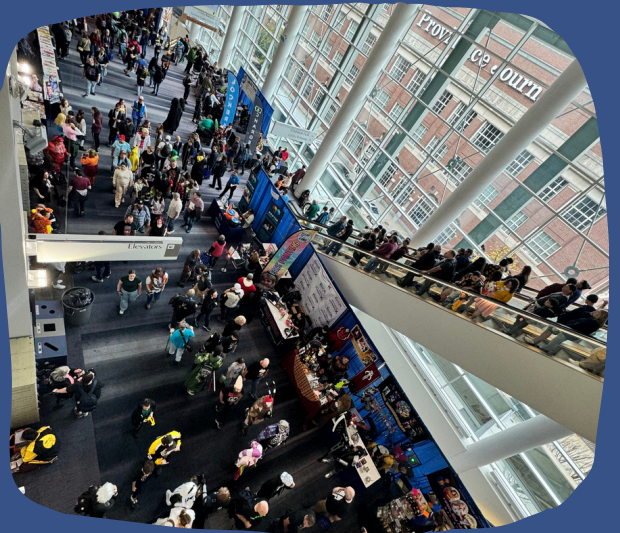
Collaborate with Providence Performing Arts Center, local businesses, government entities and nearby residents to provide affordable rates and monthly options to maximize utilization days and increase revenue.

Leverage opportunities to up-sell parking and increase revenue through digital advertising and social media platforms.

Generate revenue and enhance the customer experience through technology enhancements including the launch of a new mobile parking app through Flash Parking and the addition of electric vehicle charging stations.

Invest in potential increase of electric vehicle charging stations and enhanced parking operational technology.







RHODE ISLAND CONVENTION CENTER AUTHORITY

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