

A GLANCE



Our Promise Statements

To Our Hotel Members: The RHA will align organizational capacity to maximize returns from membership fees and destination marketing program (DMP) investments.

To our Community: The RHA will be a champion and financial resource to support private and public sector partners that share our goals.

The RHA is the voice of Regina's hotel industry and a lead advocate on important industry related issues.

We also administer our members' Destination Marketing Program (DMP), a funding conduit to generate more hotel room night stays that will ultimately lead to a positive impact on tourism visitation and spending within Regina.

Goals

- To increase occupancy at member hotels
- To build tourism business opportunities for Regina
- To increase the economic impact of tourism for Regina and Saskatchewan

Value Statement

We protect and advance the business interests of Regina's destination hotels through result-based membership services, advocacy and marketing.

Desired Outcomes

- 1 TARGETED & EFFECTIVE ADVOCACY**
Strong government and community support to Regina's hotel industry.
- 2 VALUE-ADDED MEMBER SERVICES**
Membership provides valuable knowledge and insight that positively impacts the bottom line.
- 3 SOUND MANAGEMENT & OPERATIONS**
Strong governance, team and financial management that guarantees the long-term viability of the Association.
- 4 ROI DRIVEN DMP**
New, innovative, sustainable and large events/conventions are guaranteeing 50,000 room nights every year.

Member Directive

The Regina Hotel Association's (RHA) 2015 - 2018 strategic planning process, facilitated from July - October 2014, provided a clear perspective on areas of success and the challenges coming our way.

Throughout the planning process, members expressed a very-high level of satisfaction with RHA's performance to date. Key themes and trends identified were:

- 83% of member respondents are "totally" satisfied. The RHA staff consistently delivers a very high level of quality and performance.
- Members are particularly proud of the RHA team, establishment of Events Regina, our role in the acquisition of "big" events and the enhanced relationships with key partners and stakeholders.
- Issues "keeping members up at night" include lack of skilled work force and continued threats of a new hotel tax.

- All respondents believe they receive value from their money invested so far and noted benefits of membership as:
 - ✓ Head\$ In Bed\$ (the ROI)
 - ✓ Co-opetition, working collectively to leverage resources for the benefit of everyone
 - ✓ Having a voice and an opportunity to direct sales, marketing and advocacy efforts
 - ✓ Advanced knowledge of events/conventions coming to our community.



"Continue momentum and build on the foundation we have established." Member quote

Members provided the following key directions to the RHA:

- No "new" member benefits or services are desired.
- Marketing and selling Regina as an event/conventions destination is core to our mandate, and increasingly critical as more hotel supply enters the market.
- Continue to be a resilient organization that is innovative,

proactive and adapts to change.

- Encourage the complementary efforts of community partners such as the Regina Regional Opportunities Commission (RROC) to lead economic development and other destination marketing activities that are outside our mandate.

Our members' input guided the development of this strategic plan.

1. Targeted & Effective Advocacy



*Leverage. Collaborate. Respectful.
Member Consensus. Proactive.*

Outcome: Strong government and community support to Regina's hotel industry

Elements: Shift focus from reactive lobby efforts to proactive advocacy and leverage our established relationships to address needs and priorities

Key Action Items

- Advocate against legislation that will negatively impact our member hotels
- Attach stronger terms and conditions to DMP investments for greater ROI
- Encourage partners to match RHA's investments or "pitch-in" to further maximize impact
- Work with community partners to address the servicing gaps to our visiting national/international events and conventions (ie: easier access to referrals of local business suppliers and relevant promotional materials)
- Support the renewal of infrastructure and facilities that will strengthen Regina as an event/convention destination
- Help resolve obstacles or challenges that hinder event/convention acquisition, start-up and growth



“Keep doing (more of) what you are already doing!” member quote



2. Value-Added Member Services

Outcome: Membership provides valuable knowledge and insight that positively impacts the bottom line

Elements: Maintain existing Association service levels with increased member engagement

Key Action items:

- Administer three (3) market intelligence projects annually including a salary/wage report and monthly market share statistics
- Deliver prompt and courteous response to members
- Scrutinize and distribute relevant communications in a succinct and timely fashion
- Increase one-on-one engagement between the RHA team, Board and members
- Foster co-opetition among members by facilitating opportunities to connect
- Continue to be accountable and transparent to our members through regular reporting
- Grow our membership

3. Sound Management & Operations

Outcome: Strong governance, team and financial performance that guarantees the long-term viability of the Association

Elements: Implement a new resourcing and investment strategy to successfully execute this strategic plan and ensure dedicated focus on event/convention sales and marketing.

Key Action Items:

- Drive operating efficiency and strong, dependable cash flows
- Retain a great team with the right talent
- Add new capacity to manage our corporate sponsorship investment area
- Increase convention sales capacity by diversifying our partnership with RROC
- Retain strong policies, procedures and compliance with all laws and acts
- Manage risk and protect the proprietary information that has been placed in our trust

4. ROI Driven DMP

Outcome: New, innovative, sustainable and large events/conventions are guaranteeing 50,000 room nights every year starting in 2018

Elements: Foster business opportunities for our members through investments that support event/convention acquisition, start-up, growth and retention. Remain sales focused with resources allocated to our three (3) key business investment areas of sponsorship, infrastructure and marketing

Key Strategies

- Transform **sponsorships** to cause marketing
- Leverage our top performing **infrastructure** assets to deliver positive returns and explore new investment opportunities
- Focus **marketing** on the measurable, high-yield market segments (events & conventions)



REGINAHOTEL
ASSOCIATION

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Investment Area Overview:

Sponsorship

Dedicate new resources to transform more sponsorships to the following strategic cause marketing initiatives to:

- solve our members' business challenges through creative contract negotiations and activation (ie: shuttle services for hotel guests to event venues)
- deliver greater awareness of the RHA and our DMP
- encourage and nurture home grown event/convention start-ups, retention and growth
- have fun! Engage our employees and hotel members in quality activities and enjoyable environments
- benefit members through more than hotel room pick-up (ie: donate event tickets to support hotel employee fundraising efforts in our community, provide a personalized guest experiences, etc.)
- creatively partner with our sponsorship recipients to enhance marketing efforts for greater impact.

Provide more focus on contract negotiations and monitoring of our sponsorship rights and expectations.

Infrastructure

Continue to employ a selective, niche-focused, ROI-driven lens for evaluating future capital investment opportunities.

Develop targeted marketing campaigns around RHA's biggest capital investments.

Marketing

Increase conventions/event marketing and sales efforts through the reallocation of existing resources and the addition of new capacity.

Explore new promotional strategies to help increase out-of-town spectators, delegates and participants at select RHA sponsored events/conventions; ultimately generating additional hotel stays.

Build more and stronger relationships with potential local host organizations.

Assist in building a reputation for Regina as the location-of-choice for events and conventions that fit our city's economic sectors.