



RHODE ISLAND CONVENTION CENTER AUTHORITY

- **Highlights from 2025**
- **Strategic Plan 2026-2028**



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)**
- **The VETS (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, tradeshows, 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

A WORD FROM THE CHAIRPERSON

Dear Stakeholders:

As we reflect on a truly remarkable year, we are proud to share that Rhode Island's premier cultural venues have once again exceeded expectations. The Rhode Island Convention Center Authority (RICCA), along with its venues—the Rhode Island Convention Center, Amica Mutual Pavilion, and The VETS—have delivered outstanding performances, world-class entertainment, and exceptional events. These venues continue to solidify Rhode Island's position as a sought-after destination for both residents and visitors alike.

In 2025 these venues played a pivotal role in elevating Rhode Island's reputation as a hub for entertainment, business, and tourism by:

- Attracting over 970,000 attendees
- Generating more than \$39 million in revenue
- Creating an economic impact exceeding \$350 million

The following pages offer an in-depth look at the key accomplishments of 2025 and provide a strategic roadmap for continued growth and innovation at these vital state assets.

We extend our heartfelt thanks to Governor McKee, the General Assembly, and the dedicated Board of Commissioners. Their unwavering support and commitment are essential to our success. We also express our deepest gratitude to our employees, whose dedication and passion serve as the cornerstone of our achievements. As we look toward the future, we are excited for another year of progress, collaboration, and continued efforts to enhance Rhode Island's cultural and economic vitality.

Sincerely,

Ernest Almonte

ERNEST ALMONTE





A WORD FROM THE EXECUTIVE DIRECTOR

Dear Fellow Rhode Islanders:

As we turn the page on 2025, we take a moment to celebrate the amazing accomplishments of the venues and to appreciate the hard work of our dedicated employees who made success possible. It was an amazing year! But this is no time to rest on our laurels! We are on to 2026 and beyond with a clarity of vision, a committed focus on greater success and the never-ending desire to grow and expand our offerings.

The following pages begin to outline the Authority's strategic outlook for growth. One that will involve innovative approaches to our existing business, greater connectivity to our community and stronger communication to a broader audience regarding the overall economic impact of the complex. We are committed to thinking outside the box in our determined effort to expand. We will be embarking on an effort to evaluate all our physical space along with our mix of content to best determine our options for growth because simply stated, remaining stagnant is not an option. So, with that, we turn to 2026 and beyond with great excitement and enthusiasm. We look forward to engagement with all of you for continued success!

Sincerely,

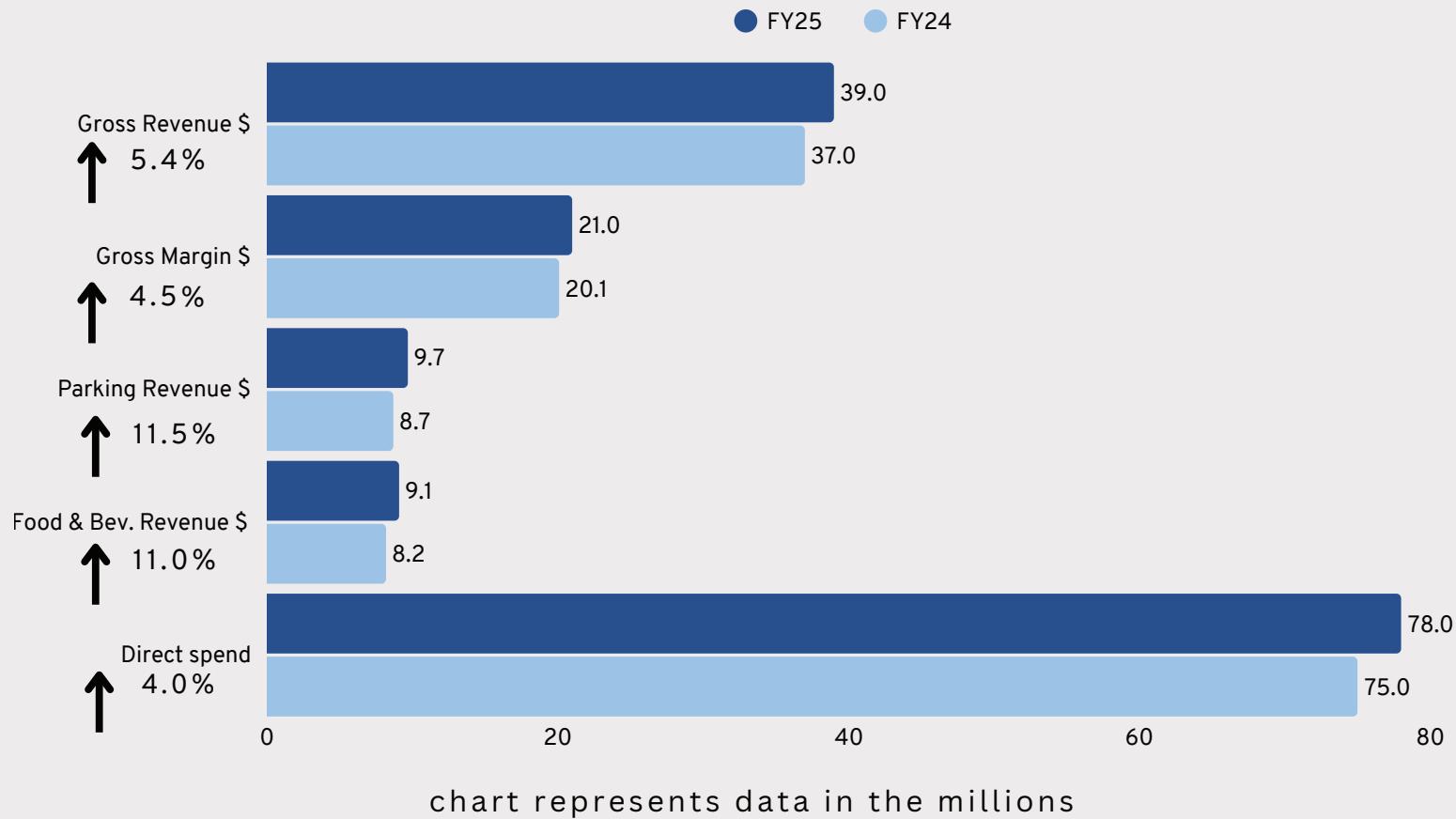
Daniel P. McConaghay

DANIEL P. MCCONAGHY

2025 MAJOR HIGHLIGHTS

644 EVENTS

970K+ PATRONS



ECONOMIC IMPACT
\$351 MILLION
INCREASE
4.8%

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.

2025 SIGNIFICANT EVENTS



The AMP - Goose: Goosemas 2025

Total attendance: 21,346 (two nights)

Total food & beverage revenue: \$874,850

Total *per cap: \$40.99

* Average amount spent per person (Total revenue/Total attendance)

\$9 MILLION GENERATED IN ECONOMIC IMPACT

The VETS - Lil Rhody Laugh Riot

Total attendance : 18K+ (over the March Weekend)

30 Comedy shows over 4 days over 60 comedians

\$1.5 MILLION GENERATED IN ECONOMIC IMPACT



The RI Convention Center - Pri-Med

Pri-Med is a leader in primary care education, partnering with expert advisors, renowned clinician-educators, and academics to deliver high-quality educational programs for medical professionals.

PriMed will return in 2026 and 2027

Attendance: 1,500

Total Room Nights: 2,100

\$4.9 MILLION GENERATED IN ECONOMIC IMPACT



RESULTS FOR 2025

RHODE ISLAND CONVENTION CENTER



Successfully managed nearly \$25 million of upgrades to the facility. These upgrades included the refresh of the fifth floor meeting and ballroom spaces, expansion of the third floor Exchange gathering space, improvements to the parking garages and the installation of an entirely new fire alarm system.

Remained fully operational while renovations were ongoing. Attendance exceeded 250,000 visitors.

Invested in Food & Beverage making significant upgrades which contributed to improving revenues by 11%.

Strategically optimized our 2025 calendar by successfully layering exhibit hall and 5th floor business, creatively adjusting move-in and move-out times to secure back-to-back events, and collaborating closely with our operations team to determine effective ways to execute these tighter timelines.

Strategies for 2026 - 2028

Providence Warwick Convention Visitors Bureau (PWCVB) & RI Convention Center (RICC) Sales Teams

Continue to work cohesively with the PWCVB/RICC Sales Team to refresh our booking guidelines to adapt to the change in booking patterns.

New Business Initiative

Pursue more regional conferences which have a high drive-in rate and allow the opportunity to increase parking garage revenue.

Food & Beverage Revenue Growth

Increase food & beverage revenue per event by strategizing with our catering department to up-sell food and beverage through catering and creative concessions offerings.

Booking Optimization

Reevaluate how we handle our booking window to prioritize giving preferred dates and space to events that deliver the greatest overall economic impact for the Providence destination.



RESULTS FOR 2025

AMICA MUTUAL PAVILION



Successfully Increased Event Volume

Increased the number of events by 22 in an effort to grow bookings and optimized deal structures to improve revenue per event and calendar utilization.

Differentiated Programming Mix

Expanded high-growth and under-served genres to capture incremental demand and regional market share. We increased the mix of new programming for the year.

Maximized Capacity & Hospitality Revenue

Completed the installation of new seats which increased capacity making us more competitive. We enhanced our food and beverage options and explored opportunities for additional points of service. In 2025 we increased our average per cap by \$3.81

Invested in Revenue-Driving Technology

Completed installation of a robust WiFi system and continued to implement new revenue generating opportunities via innovative technology platforms.

Strategies for 2026 - 2028

REVENUE GROWTH

Drive top-line growth through increased event volume, higher per-event yield, and full date utilization, while expanding share across the New England and Northeast markets.

SALES & PARTNERSHIPS

Leverage Oak View Group's (OVG- venue management company) national sales platform to secure incremental bookings, repeat business, and preferred-venue status with promoters, tours, and rights holders. Maximize utilization with a mix of touring events and sports. Finalize Providence College renewal agreement and commence discussions with the Providence Bruins.

DIVERSIFY PROGRAMMING

Target high-growth and under-served audiences, while securing NCAA Championships, marquee amateur sports, and long-term team partnerships to maximize multi-day utilization and visibility.

TECHNOLOGY, FAN EXPERIENCE & OPERATIONS

Deploy scalable, revenue-driving technology that enhances fan experience, operational efficiency, data capture, and premium service capabilities. Enhance security measures to ensure an even safer environment.

PREMIUM HOSPITALITY

Increase premium and hospitality revenue through improved pricing, packaging, and sales execution; launch new premium concepts.



RESULTS FOR 2025

THE VETS



Successfully launched Lil Rhody Laugh Riot. This festival planned and produced by The VETS and Professional Facilities Management (PFM - venue management company) resulted in 30 comedy shows over 4 days with over 60 comedians. The festival attracted over 18k people and generated over \$1.5m in economic impact for the city of Providence.

Presented 43 concerts marking the largest number of self-booked concerts for any season to date, these concerts alone generated over \$2m in gross revenue.

Replaced and upgraded our stage lighting system from traditional fixtures to all intelligent full color LED system including over 40 moving fixtures, haze machine and new console. Replaced our audio system to a new state-of-the-art system to attract more shows. All upgrades have saved thousands of dollars on rentals and labor and all events have a more elevated look and sound.

Targeted marketing campaigns were possible through the use of analytics to help better understand purchasing patterns, attendance trends and audience preferences.

Strategies for 2026 - 2028

Branding & Awareness

Sustain The VETS position as a preferred venue for mid-sized touring shows in an increasingly competitive market through continued investment in the facility, exceptional and flexible service, professional operations, and strong, trusted industry relationships.

Facility Upgrades

Invest in upgrades to the facility to improve visitor experience, meet stringent requirements for modern tours and host larger, more complex productions.

New Business Opportunities & Partnerships

Work with the Rhode Island Film & TV Office regarding film credits for the production of Comedy Specials filmed at The VETS and actively pursue these opportunities with agents.

Growth and Expansion

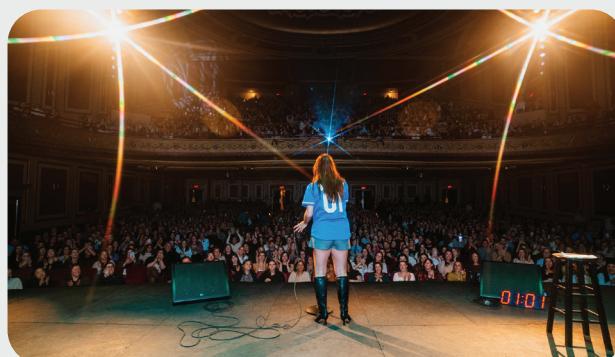
Grow Lil Rhody Laugh Riot, with more partnerships, increased attendance and economic impact and build on the foundation from the inaugural year to establish this as an annual festival for The VETS and Providence.

Community Support

Support local arts organizations and non-profits with established rates and availability that provides them with a professional venue for their events while ensuring we are not risking losing commercial events in the process.

New Ticketing Technology

Protect patrons from deceptive third-party ticket resale practices by expanding education around authorized ticket sources and utilizing emerging ticketing technologies.



RESULTS FOR 2025

INNOVATION DISTRICT & RICC NORTH & SOUTH GARAGES



Implemented a parking management plan directing AMP customers to the South Garage and Convention Center guests to the North Garage, preserving South Garage availability for monthly clients during weekdays.

Successfully completed structural renovations and installed a new fire alarm system in both the North and South garages.

Lowered employee labor costs significantly by tailoring staffing to event needs based on attendance forecasts, hotel occupancy, historical data, and chaser usage.

Reduced chaser ticket validity to one month, minimizing misuse and improving accountability.

Executed Brown University Health contract, on-boarding 1,400 monthly users and managing 1,200+ monthly chasers.

Strategies for 2026 - 2028

Improve parking experience

Upgrade directional signage, re-purpose traffic lanes and enhance the utilization of technology to expedite entry and exiting.

New Revenue Opportunities

Develop new revenue streams by partnering with organizers of road races, festivals, and similar events to pre-sell parking in our garages.

Parking Management System

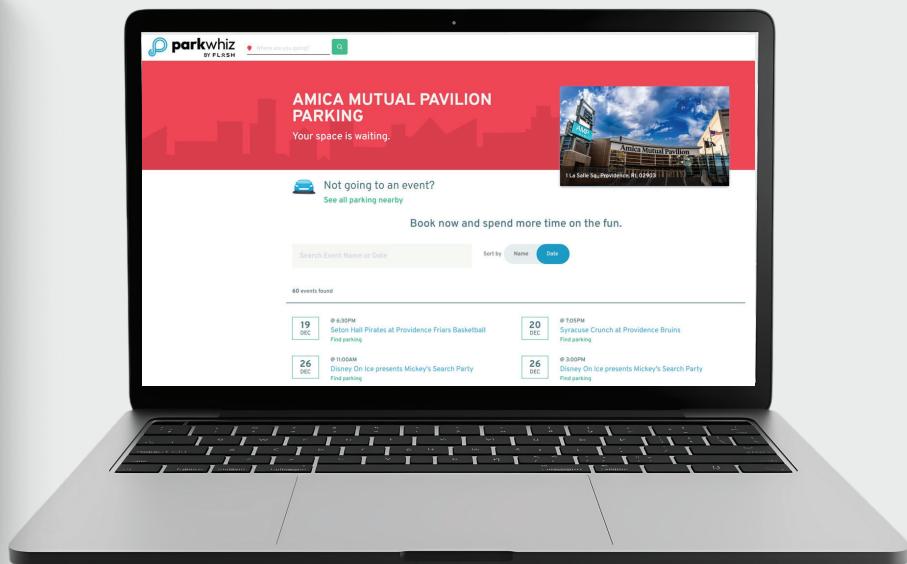
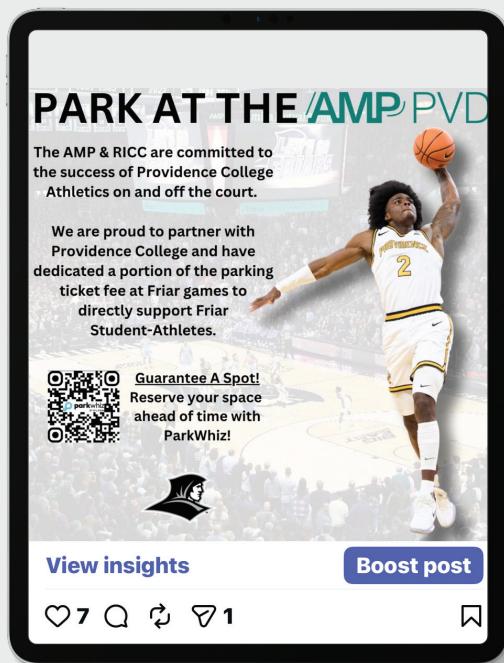
Implement a parking management system in the AMP back lot/marshaling yard to control access and reduce labor costs.

ParkWhiz Partnership Opportunities

Integrate ParkWhiz with Providence College's ticketing platform Paciolan to up-sell parking during ticket purchases. Increase ParkWhiz online reservations by 15% through targeted digital marketing and strategic partnerships.

Efficiency in Operations

Integrate customer data (phone, email, license plate) into the Designa system (parking technology system) to streamline operations and improve customer experience.



STRATEGIC OUTLOOK FOR 2026 - 2028



Over the next three years, the Rhode Island Convention Center Authority will compete relentlessly to grow by expanding our services, increasing our customer base and generating more economic activity for Rhode Island.

The Authority will achieve this vision by committing to the following guiding principles:

Innovation: We will constantly leverage our team's creativity and cutting-edge technology to improve and expand our offerings and operations.

Connection: We will develop new, strong relationships with key stakeholders to build support for our work and future growth.

Outreach: We will tell our story to more audiences in Rhode Island and across the nation to increase public awareness of our excellence and economic impact.

STRATEGIC OUTLOOK FOR 2026 - 2028



STRATEGIC OPPORTUNITIES

The Authority will maximize opportunities by leveraging our inherent strengths:

- A solid foundation of long-time customers and key partners
- First-class infrastructure (outstanding employees and upgraded facilities)
- Logistical advantages (airport, proximity to population centers, etc.)
- Favorable financial position

PLANNING CHALLENGES

The Authority will work to lower barriers to success caused by:

- Economic uncertainty
- Facility size limitations compared to our major competitors
- Lack of awareness of our economic impact among important local audiences
- Changes in the competitive landscape

STRATEGIC OUTLOOK FOR 2026 - 2028



THE AUTHORITY WILL MEASURE OUR SUCCESS BY HOW WELL WE HAVE:

- Increased our impact on the economies of Providence and Rhode Island overall
- Presented our case for growth and expansion
- Improved public awareness of and support for our work
- Engaged with multicultural communities and key partners in the community
- Convinced our potential customers and primary competitors that we are “best in class”





RHODE ISLAND CONVENTION CENTER AUTHORITY

Ernest Almonte
Chairperson

George Nee
Vice Chairperson

Jeffrey Hirsh
Treasurer

Paul MacDonald
Secretary

Sarah Bratko

Diony Garcia

Jennifer Goodrich Coia

Carol Lombardi

Peter Mancini

Oscar Vargas

Dale J. Venturini



RHODE ISLAND CONVENTION CENTER AUTHORITY