NEVADA
COMMISSION ON TOURISM

Thursday, March 29, 2018
3:00 P.M.

MEETING LOCATION:

Laxalt Building
401 N. Carson Street, 2nd Floor
Carson City, NV 89701

Video Location
Grant Sawyer Building #5100
555 E. Washington Ave.
Las Vegas, NV 89101

Phone Conference Call Number:
888-363-4735
Access Code 4878739

NEVADA COMMISSION ON TOURISM

NOTICE OF PUBLIC MEETING

Regular Meeting of the Commission on Tourism
Thursday, March 29, 2018 – 3:00 P.M.

MEETING LOCATION:
NCOT – Laxalt Building
401 N. Carson St. 2nd Floor
Carson City, NV 89701

VIDEO CONFERENCE LOCATION:
Governor's Conference Room #5100
555 E. Washington Ave.
Las Vegas, NV 89101

TELECONFERENCE NUMBER:
888-363-4735; Access Code 4878739

COMMISSIONERS

Lt. Governor Mark Hutchison, Chair*

Cindy Carano, Vice Chair*
Herb Santos, Jr.*
Denice Miller*
Bob Cashell*
Richard Arnold

Don Newman*
Mike Vaswani*
Bob Morse*
Bob Stoldal

Rossi Ralenkotter*
Phil DeLone*
Brian Krolicki*
Julia Arger
*Voting members

THIS MEETING IS IN COMPLIANCE WITH THE "NEVADA OPEN MEETING LAW" AND HAS BEEN PROPERLY NOTICED AND POSTED AT THE FOLLOWING LOCATIONS:

Nevada Commission on Tourism, Carson City, Nevada
Legislative Counsel Bureau, Carson City and Las Vegas, Nevada
Nevada State Museum, Las Vegas, Nevada
Nevada State Library, Carson City, Nevada
Las Vegas-Clark County Library, Windmill Branch, Las Vegas, Nevada
Reno Sparks Convention and Visitors Authority, Reno, Nevada
Websites: www.TravelNevada.biz and www.notice.nv.gov

STATEMENT OF THE COMMISSION

- Action may be taken on those items denoted "For Possible Action".
- Items on this agenda may be taken in a different order than listed.
- Two or more agenda items may be combined for consideration.
- An item may be removed from this agenda or discussion relating to an item on this agenda may be delayed at any time.
- Public comment will be allowed at the beginning and at the end of the meeting. Because of time considerations, the period for public comment by each speaker may be limited to 3 minutes at the discretion of the chair, and speakers are urged to avoid repetition of comments made by previous speakers.
- No action may be taken on any matter brought up under public comment until that matter has been specifically included on an agenda as an item upon which action may be taken (NRS 241.020).
- Meetings are audio-recorded as part of the public record. Speakers are requested to identify themselves before speaking.
- Note: Please provide NCOT with electronic or written copies of testimony and visual presentations if you wish to have complete versions included as exhibits with the minutes.

AGENDA

A. Opening

Call to Order and Confirmation of Proper Posting – Lt. Governor Hutchison
Roll Call and Determination of Quorum– Lt. Governor Hutchison

B. Public Comment

Public comment is welcomed by the Commission. A period of public comment will be allowed at the beginning and at the end of the meeting. Because of time considerations, the period for public comment by each speaker may be limited to three (3) minutes at the discretion of the Chair, and speakers are urged to avoid repetition of comments made by previous speakers.

C. For Possible Action – Approval of Minutes

C1. Approval of the August 16, 2017 NCOT Meeting Minutes
C2. Approval of the December 4, 2017 NCOT Meeting Minutes

D. For Possible Action – Projects Related to Tourism Grants

Review and Approval of grant applications for projects related to tourism. Total available funding for FY18 was $200,000. $477,538 was requested, $200,000 was awarded. 35 Applications were received, 25 awarded funding and 10 were denied.

The 2001 Nevada Legislature through Senate Bill 583 amended NRS Chapter 231 to establish the "Projects Relating to Tourism" (PRT) grant program. The program is designed to develop publicly owned property, facilities and infrastructure within Nevada to support and attract visitors to this state. The program is administered by the Nevada Division of Tourism. Recommendations for grant funding are made by the PRT Review Committee which consists of the Rural Programs Manager from the Division of Tourism, plus three members from the territories. Recommendations are presented to the Nevada Commission of Tourism for final approval. (Grant guidelines are available at TravelNevada.biz)

Proposed motion: *The Nevada Commission on Tourism approves the expenditure of $200,000 for the FY18 Projects Related to Tourism Grants to the recipients as outlined in the staff recommendation (or as revised per Commission discussion).*

E. Marketing – Visual Storytelling Concept Update

David Low, Spring Mountain Ranch State Park Broadcast Shoot

F. Arts and Culture Guide Update

G. For Possible Action – Approval of New Marketing Committee Member

Staff recommendation will be provided to the Commission after review of candidates resumes.

H. Agency Reports

H1. Chair Report

H2. Division of Tourism

- **H2.1** Quarterly Staff Update (October – December 2017)
- **H2.2** Budget Update
- **H2.3** Request for Proposals Status Update
- **H2.4** Upcoming Division of Tourism Activities

H3. Nevada Indian Commission – Stewart Indian School Cultural & Welcome Center Update

I. Upcoming Meetings

June 20, 2018 - Full Commission Meeting
August, 2018 - Marketing Committee, Date TBD

J. Commissioner Comments

K. Public Comment

Public comment is welcomed by the Commission. A period of public comment will be allowed at the beginning and at the end of the meeting. Because of time considerations, the period for public comment by each speaker may be limited to 3 minutes at the discretion of the Chair, and speakers are urged to avoid repetition of comments made by previous speakers.

L. For Possible Action - Adjournment

The public may acquire this agenda and supporting materials, pursuant to NRS 241.020(2) by contacting **Dee Chekowitz-Dykes**, Executive Assistant, Nevada Commission on Tourism, (775) 687-0621 or by email to ddykes@travelnevada.com. Materials are available from the Nevada Commission on Tourism office, 401 N. Carson Street, Carson City, Nevada and online at www.travelnevada.biz

Persons with disabilities who require special accommodations or assistance at the meeting should notify Dee Chekowitz-Dykes at the Nevada Commission on Tourism at (775) 687-0621 or ddykes@travelnevada.com.

August 16, 2017
NCOT Meeting

Draft Minutes

For Approval

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MINUTES of the NEVADA COMMISSION ON TOURISM
August 16, 2017

The Nevada Commission on Tourism held a Commission meeting at 1:00 p.m., August 16, 2017 at 401 North Carson Street, Carson City, NV 89701 and by video to the Governor's Conference Room at 555 E. Washington Avenue, Las Vegas, NV 89101.

Call to Order
Lt. Governor Hutchison, Chair, called the meeting to order at 1:03 p.m.

Commissioners Present:
Lieutenant Governor Mark A. Hutchison, Chair
Cindy Carano, Vice Chair
Phil DeLone
Denice Miller
Rossi Ralenkotter
Herb Santos, Jr.
Julia Arger
Bob Stoldal
Bob Cashell
Brian Krolicki
Mike Vaswani
Don Newman

Commissioners who are absent/excused:
Bob Morse
Richard Arnold

Staff present:
Claudia Vecchio, Director
Sarah Bradley, DAG

Others:
Stephen Ascuaga, RASC
Marily Mora, RASC
John Packer, TNS

Roll Call and Determination of Quorum

HUTCHISON: All right, great. We got everybody ready to go in Carson City?

VECCHIO: We're ready to go.

HUTCHISON: Great. Welcome, everyone. We're ready to go here in Las Vegas as well. I'll call the meeting of the Nevada Commission of Tourism to order. This is the time and place noticed for this meeting. I want to welcome everyone and ask Claudia Vecchio, our Executive Director, if she would call the roll and establish the determination of a quorum, please.

VECCHIO: This is Claudia Vecchio for the record. Lieutenant Governor Hutchison?

HUTCHISON: Yes, here.

VECCHIO: Morse is not able to attend today. Bob, you're not on the phone, are you? Okay, Commissioner Phil DeLone?

DELONE: Present.

VECCHIO: Thank you. Cindy Carano?

CARANO: On the phone.

VECCHIO: Super, thank you. Commissioner Denice Miller?

MILLER: I am here in Las Vegas.

VECCHIO: Terrific. Don Newman? Is Don on the phone? No Don. Okay, we will mark him absent, excused. Commissioner Rossi Ralenkotter?

RALENKOTTER: I'm here and present.

VECCHIO: Thanks, Rossi. Herb Santos, Jr.?

SANTOS: Present.

VECCHIO: Thank you. Bob Cashell?

CASHELL: Here.

VECCHIO: Thank you. Mike Vaswani?

VASWANI: On the phone.

VECCHIO: Excellent, thank you, and Brian Krolicki?

KROLICKI: Here.

VECCHIO: With a smile. Julia Arger?

ARGER: Here.

VECCHIO: Thank you. Richard Arnold is not available today, and Bob Stoldal?

STOLDAL: Here.

VECCHIO: Super, thank you. Lieutenant Governor, we have taken roll, and we have a quorum.

Public Comment

HUTCHISON: Great. Thank you very much. We will move on, then, to Agenda Item B, which is Public Comment. Are any members of the public who wish to make comment before the Commission in Carson City? Please step forward.

VECCHIO: There is no one here.

HUTCHISON: Thank you. Any members of the public here in Las Vegas who wish to make public comment? None here, either. Thank you.

Introduction of New Commission Members

HUTCHISON: Let's move on, then, to Agenda Item C, Introduction of new Commission Members. I am very pleased to have two of my all-time favorite people on the planet join us on the Commission. We've got reinforcements being called in by the Governor to make sure that the Lieutenant Governor knows what the heck he's doing, because he brought in two former Lieutenant Governors, friends of mine and wonderful previous members of this Commission. Mayor Bob Cashell. We all know the former mayor of Reno and former Lieutenant Governor, one of the great assets and treasures of the state of Nevada and somebody who knows tourism very well. Bob, I want to welcome you and thank you for taking the time to return back to your roots, The Commission on Tourism and help us out here with your wisdom, insight, and experience. You got to push your button, Bob, to thank me for being so kind and gracious.

CASHELL: Thank you, sir.

HUTCHISON: Thank you, Mayor. And then my friend—

CASHELL: So, you had to go to Vegas to hide from the two of us. Is that what it was?

HUTCHISON: We're a statewide Commission! We want to make sure we've got everything covered throughout the state here. But we are a better Commission, Mayor, because you're on our Commission now, and thanks for taking the time and the effort to be here with us. So, welcome, my friend.

CASHELL: Thank you.

HUTCHISON: Next is my predecessor and the man from whom I learned so much, our former Lieutenant Governor Brian Krolicki, who for eight years was a wonderful public servant and Lieutenant Governor. Brian is somebody who I have said repeatedly, publicly is I think the essence of public service, and we're just proud to have him back. I remember the very first meeting that I learned anything about the Commission on Tourism was a meeting that you were chairing and I was attending. The rural grants were on the agenda, and I had no idea what you were doing. After this meeting, you'll probably think to yourself, he still has no idea what he's doing, but I'm wonderfully blessed to have you back on the Commission. Brian, thank you for taking the time and making the sacrifice to serve our Commission again.

KROLICKI: Mr. Chairman and my friend, thank you so much. It felt good walking into the building this morning. Cashell has got my ear over here if I misbehave or forget who has a gavel. It's so nice to see the folks in this building, the fellow Commissioners, and to serve with you, Mr. Chairman. Again, this is a great privilege and honor and a great way to exercise that DNA in me that never, you know, really wanted to retire. But it's a great pleasure and honor. Thank you, Mark.

HUTCHISON: Well, we don't want you to retire, Brian. We're so happy that we're putting your talents to good use here again. Thank you. Let me just again welcome both of the new Commissioners and commend them to our fellow Commissioners. I know you know many of our fellow Commissioners, and those you don't know, you'll get to know well, and you know the quality of the people serving on this Commission. Again, it's just an honor to serve with both of you gentlemen on this Commission.

Reno Air Service Corporation (RASC)

HUTCHISON: Having said that, let's move, then, on to Item No. D on our Agenda, presentation by the Reno Air Service Corporation, an overview of the organization and the partnership's recent successes and then the future plans. Please come on up, introduce yourself, state your name for the record, and we're anxious to hear from you.

NEWMAN: Mr. Chairman, while we're waiting, this is Don Newman. I'm on the phone and very excited to welcome Bob Cashell and Brian Krolicki to our Commission.

HUTCHISON: Don, thank you. I know you served with both of these public servants before, and like all of us, are thrilled to have them back working on the Commission. Thank you for making that comment in joining with all of us in welcoming them.

VECCHIO: This is Claudia Vecchio for the record. I just wanted to preface the RASC presentation. At the last Commission Meeting, you all approved the $50,000 in sponsorship dollars. In keeping with wanting to ensure that you had a high level of comfort with where these dollars were going, we asked our partners at RASC to come in and showcase some of the programming they do and where they're going with the organization. It's been an exciting evolution, and I'm sure they'll talk about that a little bit. It is important for you to know that as we're looking at where we put our funding, that it's always done with a good strategic direction and working with tremendous partners like the ones at RASC. We feel very confident that these dollars are going to the best use for the State of Nevada. That's why they're here. I'll turn the time over to Stephen Ascuaga and Marily Mora now and appreciate them for being here today.

ASCUAGA: Thank you, Claudia, and thank you, Lieutenant Governor Hutchison. I know we're going all around the state here, and thank you to all the members of the Commission for your time. My name is Stephen Ascuaga. I'm with Peppermill Casinos and also Vice Chair of Regional Air Service Corporation. We appreciate your time on this matter and the support that you've given us through the years. I'm also joined here with Marily Mora, who is also a fellow Board Member on RASC and President and CEO of the Reno-Tahoe Airport Authority, and also Connie Liu with the Abbi Agency, who keeps us on track and handles our administrative efforts for the organization known as RASC.

To echo Claudia's comments, really, we're here to thank you, first off, for the support, the continued support from really year one and through the years. Not just financially, but also partnering on different cooperative efforts. We'll also

share with you some of the successes we've had under the RASC umbrella, and then give you just an idea of where we're going moving forward as this has evolved through the years. There won't be a quiz at the end, and I'll be very brief on the history of RASC. We started back in 2001, formed under an entity called the Regional Marketing Committee. There were 11 members that came together from the tourism and hospitality industry, and through the 16 years we've been together, we have spent just over $14 million in helping ensure quality air service by looking at different co-op programs to bring air service to the Reno-Tahoe region in Northern Nevada. The mission, even though the format has changed through the years, the mission really has stayed the same, and that's to grow and sustain business and leisure air service for the Reno-Tahoe region.

The mission stayed the same. It's the position the Reno, Sparks, Tahoe, and Northern Nevada area is one destination. It's the focus on identifying national and international target markets. It's to increase quality air service to and from the Reno-Tahoe International Airport, and it's also to target common tourism and business industry concerns for cooperative action.

Back in 2001 and over time, it's one of the first organizations of its kind. What the organization does is it brings together a large and engaged membership that contributes not only financial support, but in-kind marketing support. The group brings together the private and public sectors toward a common mission, and the diverse membership includes both leisure and business-focused members. It represents the entire catchment area. We had a very defining moment in 2015 when we became incorporated which allowed the RMC to basically evolve into a corporation so we could deal with the airlines one-on-one. The incorporation allows the organization to sign contracts directly with the airlines for cooperative marketing programs. What was really the impetus behind that was the opportunity with JetBlue entering into the New York market. That was a huge success and a launching point for the next chapter of RASC.

The original RASC membership back in 2001 was made up of 11 leisure-based businesses. Since 2001, the membership has grown to include two airports, six destination marketing organizations, eight hotel casinos, a ski resort, and three business-focused organizations. To be able to bring both the business community with leisure together at the table provided a very unique opportunity and advantage for this group.

The leadership also is diverse in its representation. I'm serving as Vice Chair. Andy Chapman from the Incline Village Convention and Visitors Authority is our

Treasurer. Our Marketing Committee is co-chaired by Rebecca Venus at the airport as well as Carol Chaplin with the Lake Tahoe Visitors Authority.

During the past year, RASC has been focused really on two key missions, maintenance of the current air routes and marketing support of new. As I get into the new markets discussed in terms of supporting newly launched routes, we really look at three ways that we'd support them. The three factors that we look at, how large the market is and how much marketing it will take to make an impact, how many other partners are currently spending money in the market and how engaged is the airline with promotions of the market. Support could range anywhere from $100,000 to $250,000. The markets that we touched this past year were Orange County with Alaska Service, Oakland on Southwest, Long Beach with JetBlue adding that leg, Atlanta in Delta, and Dallas Love Field with Southwest.

I touched on the catchment area, but this slide puts a visual for all of us to see our primary catchment area, the darker shaded region, which is about 750,000 people. But when you expand out to our secondary, we more than double that, which I think really goes hand-in-hand with a lot of what TravelNevada is pushing into the rurals and getting out and really exploring our state. We're very thrilled with what RASC has been able to achieve in bringing all the partners together from varying interests to promote quality air service for the region. I'm going to take this time now to pass the mic over to Marily Mora, President and CEO of the Reno-Tahoe Airport Authority, and let her talk about some of the success at the Reno-Tahoe International Airport. Thank you.

MORA: I want to start with a thank you for your support of the Regional Air Service Corporation. The Nevada Commission on Tourism has been a member of this organization since its inception in 2001, but also, I think we've had a great partnership with TravelNevada, particularly, under the leadership of Claudia Vecchio. When we brought in Guadalajara service two-and-a-half years ago, it was the support we got from Claudia and her team that really helped us with that. A sales mission down in Mexico really helped us to promote that service. And fast forward to the other new airline that we got two years ago, JetBlue with service to JFK, Claudia and her team were very much at our side to help support that flight and that launch. Again, that's been really, I think, beneficial not only through the partnership of TravelNevada and the Regional Air Service Corporation, but everything that the organization does to support air service, not only for Northern Nevada, but the whole state. I want to mention for our members of the Commission in Las Vegas, all of the efforts of McCarran to bring in international service to McCarran really supports other airports within the state. I think the growth of international flights at McCarran is going to mean

people are going to stay longer in the state. They're going to be visiting, flying over to Reno-Tahoe International. It's really, really great to see McCarran also grow its international business.

I'm just going to take a moment very quickly to talk about what the Regional Air Service Corporation has done to support our air service growth at Reno-Tahoe International. In the past two-and-a-half years, we've gotten three new airlines. We've gotten JetBlue. We've gotten Volaris, and most recently we got Frontier to come back to the airport. We've gotten 14 new flights, but at the end of the day, what we look at is the number of seats out of the airport, that is 1,800 new seats. And without our partner, the Regional Air Service Corporation being at our side, it would be difficult. It's one thing to get those flights, but what the Regional Air Service Corporation does is help us fill those seats going forward by marketing at the destinations that we want to bring visitors to our state from. They've put a tremendous amount of money and effort into helping us support new air service. Just to tell you, the 1,800 seats that we've got that come now into the airport, that's worth $1.2 million a year in economic benefit.

If we go back in time to 2014, this is what our route map looked like, 15 destinations and seven airlines. I'm going to fast forward to where we are today, this is the growth of 23 destinations, nine airlines. We have eight of the largest domestic carriers serving our region, and also, we've brought in service to Guadalajara, which was an effort we worked on for about 15 years along with trying to get JetBlue going to New York. We've gotten service to Atlanta. So, those are all key things that were really long-range efforts, but particularly, that flight to Guadalajara with a large Hispanic population, that's been very, very important to have those three flights a week.

Again, the route additions that we've had, Guadalajara, New York City, Boise, Orange County, Oakland, Long Beach, Atlanta, Dallas Love Field. All of those that I show the asterisk, airplane there, those are routes that the Regional Air Service Corporation has supported us. The new flights that we have for San Jose on Southwest, Chicago and United, and certainly Frontier coming back into the market this November, those will be most likely supported by the Regional Air Service Corporation going forward. There will be discussion of supporting those flights at their next meeting in September.

I think it's no secret that we lost a third of our traffic at Reno-Tahoe International. It tells you how important it has been to have the Regional Air Service Corporation help us regrow, bring back those flights and passengers into our market. We lost 36% of our seat capacity from 2008 to 2014. Since then, the airport has been able to grow that seat capacity in and out of our region. If

you look at the forecast here, the numbers going forward are going in the right direction. It bodes well for bringing tourism into our state and into Northern Nevada.

Passenger growth is up this year alone, it's up 9.7%. It's on the right trajectory going forward, and the increase in capacity has resulted certainly in an increase in the passengers. We've had 30 months of year-over-year growth in terms of passenger traffic because of these additional seats, and again, all with the help of the Regional Air Service Corporation.

Again, when we look at the economic impact of the airport, that's $1.2 billion a year. Every time a Southwest Airlines 737 lands, it makes up half of our traffic. That's $100,000 into the local community. As I mentioned earlier, when you use that metric, the additional seats that have been brought into Reno-Tahoe International equate to a $1.2 million per day impact. So, huge impact of bringing additional seats in airline service.

I'm going to wrap this up fairly quickly. US Customs and Border Protection, when we brought in Volaris, we've had issues in terms of staffing to clear that flight. Most recently, I think our congressional delegation did a phenomenal job with the Cross-Border Trade Enhancement Act of 2016. It gave us a mechanism to pay for additional customs staffing going forward, and this is particularly oriented to small airports that don't deplane more than 100,000 passengers. We will be hiring an additional officer at Reno-Tahoe International to improve the processing time for the Guadalajara flight from 90 minutes to get it down to 60 minutes. Because of all of the changes and the additional jobs in our community, we have begun a Master Plan process. We have not done a Master Plan in 20 years. We are looking at what our facility needs are going forward. I think along with the air service, what we found is having a need for additional amenities at the airport. This winter we are going to be opening a common use passenger lounge branded as The Escape. This will be something that you pay extra for. McCarran has three of these lounges. This particularly will be another amenity that we can offer at the airport.

I just want to really quickly say how the Regional Air Service Corporation supports our mission at the airport. There is marketing support for new routes, and when we go to an airline and we can talk about the fact that we have an organization that is community-based, it really distinguishes us from the 400 other communities that are at their doors talking about the need for more air service. You always at the end of the day have to have the numbers to support the air service, but they want to know that the community is vested in that air service, and the Regional Air Service Corporation is able to provide that

commitment. It is, again, the competitive advantage that we have over other airports. It helps to know that the airline knows going forward that you've put the air service in, that the community is going to be there by their side to make sure that that flight is successful. An example of this, when JetBlue put in their flight to Long Beach a year ago, there were only two passengers a day that traveled to Long Beach. They did a financial analysis of 20 routes, and we were at the bottom of the list to get that service. But what they found out is that not only can we support one flight, that market to Long Beach has grown in the year that they've had that flight. Now going forward, next year, they will be adding frequency to have a second flight a day. Again, it's the support of an organization that can provide the marketing support like the Regional Air Service Corporation that allows us to make sure that the service, once it comes in, is successful. I'm going to turn it back to Stephen to talk about the future initiatives.

ASCUAGA: Thank you, Marily. Kudos to Marily and her staff and what we've built in the region of bringing people into Reno-Tahoe International and being able to distribute them out to the area. As much as it's been great celebrating the different wins, we're also looking forward to this next year in RASC. Again, it's continually evolving and we're looking for more opportunities. I'll be brief, and we'll wrap this up. We're looking at four main points, and that is to maintain and strengthen current service. We're continually working with our airline partners and seeing where we can be of assistance. Expansion and growth in current markets, so it's not always going to be the home run of a JetBlue to New York. It may be working with an Alaska out of the northwest and adding more seats and bringing more people into the market. The new target market. The new market discussion is always there, very similar to our JetBlue efforts with New York. It may be a DC or a Boston, and we're continually working on seeing what that next opportunity is. And then lastly is the international. As Marily brought up, Guadalajara really has been the tip of the iceberg for one of our international flights in looking forward and seeing how we expand down to South and Central America. We're looking forward to those opportunities. Secondly, this next year is focusing on increasing our membership, not just through tourism, but through the different business partners that we have in the region. Lastly we want to thank, again, Nevada Commission on Tourism for continued support. As Marily brought up, it was year one back in 2001 when we put this group together, and the Nevada Commission on Tourism was at the table then. And to be 16 years down the road, I think we've really evolved and become very savvy at stretching out our dollars that we've been provided, but we appreciate all the assistance you've given us through the years and look forward to 16 more. I'll close, but if there's any questions for either Marily or myself, I'd be glad to field them.

DELONE: Mr. Ascuaga, Ms. Mora, thanks so much for doing such a great job at RASC. It's obviously vital to the vibrancy of tourism in Northern Nevada. Is there anything you would like the Commission to consider? What is the current funding level that the NCOT provides?

ASCUAGA: Currently, it's $50,000 annually. Total, we're fluctuating. We've been as high as upwards of $1 million and as low as about $700,000, and as I said, we take pride in stretching that as much as we can. Not so much speaking dollar-wise, but in seeing what the Commission is doing on international travel, we're looking at opportunities of where we're going to piggyback in, and I think while I'm not looking for a specific ask, we're very appreciative of the $50,000 that we're given. Moving forward, RCVA has recently, as you know, come on board with additional funding, and I think as the opportunities are created and explored, we'll be having that dialogue as well with all our partners. Thank you, though. Next year, I'll practice my PowerPoint presentation skills a bit more, but otherwise, thank you for your time on this, appreciate it.

HUTCHISON: Mr. Ascuaga, thank you very much for coming in and briefing the Commission, and Ms. Mora, thank you very much as well. Are there any other Commissioners in Carson City who have questions at this point? Commissioner Santos, if I can have you direct traffic down there, since I can't see it very well, why don't we just stay in Carson City, and you can call on the Commissioners as they indicate that they'd like to have questions answered, and then we'll come back to Las Vegas.

SANTOS: We're good here, Governor.

HUTCHISON: Great. Let me just ask a couple quick questions. And I don't know, Ms. Mora, it's going to be for you or Mr. Ascuaga. Where are we with US Customs and Border Protection? You said it's gotten a lot better. I know that was almost at a crisis situation at one point where we had flights that wanted to come in. We just couldn't process the passengers. Are we at a point where that's all been resolved now and we're in a good place or we still have some challenges?

MORA: Well, Lieutenant Governor, and thank you, I should have acknowledged all your efforts on air service in the state as well. Right now, we're in a good place, because we got this new mechanism to fund a complete position for US Customs and Officer. That was through a federal change, the Border Protection Act of 2016. We put in an application. We are able to pay for one officer position, which brings up our complement to three officers and one port director. Previously, the mechanism only available to pay overtime, which is a

reimbursable services agreement which I believe McCarran International has to pay overtime. This mechanism did not exist for smaller airports like Reno-Tahoe International to pay for a full officer position, which is about $175,000 a year. For right now, this really does help us to process our Guadalajara passengers in 60 minutes rather than 90 minutes. We're just going through the paperwork process, right now with US Customs and Border Protection, but we expect, hopefully, early next year to have an additional officer on board at Reno-Tahoe International.

HUTCHISON: Well, that's great news, because you know better than anybody that was a major, major problem that was addressed well, as you said by our congressional delegation who was extremely helpful there and your leadership in solving big challenges. We were hearing an awful lot from local business owners there. So, thank you for doing that. The other thing I was going to note. I remember when Governor Krolicki was still Lieutenant Governor and I was running for Lieutenant Governor. Everybody I spoke to in Reno, all the tourism-based business there in particular, were just so concerned about these new routes and about getting more people in. If you look at the two maps that you provided to us today, the map in November 2014 and the map today, it's just the difference between night and day. That took a tremendous amount of energy and leadership, and I know that was almost a crisis level at some point. And now we've seen the success with these new routes. So, congratulations on addressing what I know was a very, very big issue in Northern Nevada for the tourism-based economy and the businesses there. Thank you.

MORA: Well, it was the community and certainly the Regional Air Service Corporation that's gotten us back on track. So, thank you for that acknowledgement.

HUTCHISON: All right, any other questions?

STOLDAL: Yes, Mr. Chairman. Bob Stoldal, Las Vegas.

HUTCHISON: Please.

STOLDAL: That's wonderful news about Reno-Tahoe International Airport. My question is I thought I heard the word all of Nevada for the Regional Air Service Corporation. Is that strictly the northwest? My question, is there any work or any movement, anybody doing anything as far as Ely, Nevada, providing air service? Is there any effort in that area?

MORA: No. The corporation right now is focused on really the catchment area for Reno-Tahoe International Airport. I would say the only initiative outside of that

would be certainly commercial service between Reno-Tahoe International and Elko, which has not come before the Regional Air Service Corporation. But I think, you know, we're always interested—I can't maybe speak on behalf of the organization, but I think we're open to really supporting more development of air service within the state.

STOLDAL: Great, thank you.

CARANO: Lieutenant Governor, this is Cindy Carano.

HUTCHISON: Yes, please proceed. This Ms. Vice Chair.

CARANO: Thank you. Thank you, Marily and Stephen, for your presentation from Northern Nevada Tourism. Obviously, we are thrilled at the headlines. It seems like every month that we get a new airline service come out. So, thank you so much, and I know that some of my coworkers have been very instrumental in bugging you all the time and maybe helping you along the way. But my question, maybe because of my ignorance of your organization, you said 1,800 new seats. Is that 1,800 new seats a day, week, month, year?

MORA: That's over the last two-and-a-half years.

CARANO: So, 1,800 seats—

MORA: It's 1,800 seats per day.

CARANO: Per day, wow, that's great.

MORA: Yeah.

CARANO: Now, okay, because I was thinking a week, but a day is amazing. That means more people into our region for not only tourism, but for business, and as you know, we are [inaudible] greatly. And I know that we worked to the bone for your Guadalajara border control. Tell me, do you have more international flights in the pipeline?

MORA: Well, I think what we're looking at, if we can improve the processing time for Volaris Airlines, which has the three flights a week to Guadalajara, we would see additional expansion by Volaris to other destinations in Mexico, but our most immediate work is really restoring service to Vancouver, and we're working with either WestJet or Air Canada on that. Those flights from Vancouver would be precleared in Canada. If you recall a couple years ago, we had Thomas Cook

that was going to provide service to London Gatwick seasonally during the ski season, being the gateway to Lake Tahoe that was an important effort. The US Customs and Border Protection denied the landing rights for that flight based on the fact that there wasn't staffing. I think that going in the future, we can look at those opportunities again knowing that we have control to hire up to five officers under our new agreement with the US Customs and Border Protection. I think it gives us really a future in looking at other destinations, other seasonal service. It's really a great mechanism that from the get-go a couple of years ago, we just said we're willing to pay for the service. Just give us the mechanism to do it.

CARANO: That was the right answer. That's awesome. Thank you so much.

HUTCHISON: Thank you. Any other questions from any of the Commissioners?

SANTOS: Herb Santos for the record. For those of us that have bad ears, if you're on the phone, maybe talk a little bit slower, because I'm having a hard time understanding. It sounds like you guys answered the questions perfectly and understood what they were saying, but maybe if we speak up a little bit louder and talk a little bit slower for the people with bad ears like myself, just an ask.

HUTCHISON: All right, any other questions? Okay, Ms. Mora, thank you very much again.

MORA: Thank you for the opportunity today.

HUTCHISON: Mr. Ascuaga, thank you very much as well. That was very informative.

FY 18-19 Strategic Planning / ROI Program Metrics

HUTCHISON: That takes us now to our Agenda Item E, which is a major part of our Agenda today. Commissioners, it's fiscal year 2018-2019 Strategic Planning, and Ms. Vecchio, if you could introduce this agenda and walk us through it, and particularly, give us your thoughts about what we're looking for by way of possible action under Agenda Item E 1.1.

VECCHIO: Thank you, Governor. Claudia Vecchio for the record. I just wanted to add just a brief note about the Regional Air Service Corporation and how much we appreciate what they're doing. We're just amazed by the accomplishments of this organization, and we're thrilled to assist in any way we can. Above and beyond the $50,000 that we give on an annual basis to the organization, we do focus our efforts on supporting new markets for air service. That was part of our plan for the last year, and anticipate that to be part of the plan again for this

year. I think we support in marketing and PR an additional amount above and beyond the $50,000. We could estimate that but it is definitely part of what we look at when we're doing our missions and our PR efforts. We focus on either new cities or potential cities for air service. I just wanted to make that note.

Strategic planning. We are now entering a new biennium. We have our budget for the biennium, and those of you who can see, I'm holding up the Strategic Plan that we put together for the last biennium, and it's time, to put together the strategic plan for FY '18 and '19. We've tried to determine a time for an official strategic planning session for the Commissioners, but everyone is very busy, understandably so. I wanted to at least get the core components of a plan discussed with this group. The hope is that you've had a chance to look at the plan, the important core elements such as the mission, vision and values and the overarching metrics. Today, and we have John Packer from Kantar TNS on the line. John, are you with us?

PACKER: I am. Thank you, Claudia.

VECCHIO: Okay, good. To talk a little bit about what we're doing now from a measurement standpoint, Brenda is also going to talk about how we're evolving our marketing campaign, and that impacts how we measure our programs. The hope is that those of you who are also working with organizations, whether they be public or private, and have measurements, that you can discuss the methodology and help us to better measure what we do. As you know, we've had some concerns about the ROI number that we've put out. It's a very marketing-focused number. Does that make sense in the public environment? It's an increasingly important topic for us, and I've talked to my counterparts at other state tourism offices throughout the country. It's an increasingly important component for them to arrive at measurements that adequately convey the achievements of the organization both as a marketing organization, but also as an educational organization. As I put in the email to all of you, the entire ecosystem of what we do around here, is somewhat shortchanged when we just talk about a marketing ROI. We'll talk quite a bit about that and about the development process for this overarching Strategic Plan.

I put in your packets on the next couple of pages somewhat of a recommendation so that at least we have something to use as a conversational starter. Any input that you have about the verbiage that's used on these pages or the direction, now is a great time for us to have this discussion so that we as staff can go back and develop the plan. The intention is to provide a final draft to you in time for our December meeting, ready to go for our upcoming biennium. Does that make sense to everyone, and are you ready to dive into

some conversation about our overarching plan? I know this is difficult to have with folks on the phone, and I apologize for that. I hope that you feel you can just pop up with any thoughts that you have. If there are additional ideas or insights that you had and you'd prefer sending to me via email, please do that as well.

To start out, and this is, I think, the least important of what we do, but the FY '18-'19 theme. The theme for '16-'17 was extending the "Don't Fence Me In" momentum. We had launched the brand, launched the campaign idea which was gaining some traction. In '16 and '17, it was important for us to build on that momentum, and I hope you feel like we have. Brenda and John can showcase some of the growth in our metrics and in the brand awareness that we've accomplished through our marketing efforts.

For '18-'19, focusing on the future. Tt's not just the future of this brand, but it's the future of technology. It's the future of this agency and the industry. It's the future of the political, social, and economic world we live in. It's taking a look at where we're headed in the future and with sort of pinpoint laser vision at making sure that we're ready for it and that we're looking at something that continues to convey the innovative nature of this agency. That's the first issue. Again, you know, we can massage that, or if you hate it, tell me you hate it. Please be candid. We can talk about that or we can go on to the meatier topics, which are the mission vision and values that are proposed in here. Are there any big concerns about focused on the future? It's general and broad. If you want me to take it in and be more specific, I am happy to do that.

HUTCHISON: Claudia, has anything changed significantly in that regard on that subject from the fiscal year '16 and '17 Strategic Plan or is that basically the same?

VECCHIO: The recommendations for the '18-'19 plan and from the '16-'17 plan, there are some significant changes within the metrics in how we measure the success of this group. I will look to you all for guidance. Within Sales and Industry Partners, we have not conveyed any real measurement of our sales success. We don't really know from an international standpoint, what the metrics of success are. We know sort of anecdotally. Teri and her team are committed to more accurately track leads and track sales, which other DMOs certainly do.

Brenda will go through how our campaign has gone from a two-season campaign, spring-summer and the fall-winter campaign. We've sort of been marginally absent during those shoulder seasons, if you will. But now we're going to an always on campaign, and Brenda and John will talk about how that significantly changes how we're tracking our marketing success.

Those are the two big changes. The rest of it is pretty similar, just maybe in a little different framework to ensure that we're focusing on keeping this organization innovative into the future, I guess, for lack of a better word.

HUTCHISON: Commissioner Miller.

MILLER: Thank you, Mr. Chairman. Ms. Vecchio, as you know, I'm relatively new to the Commission. When did we establish this particular Strategic Plan, and particularly, the mission and the vision? Is that something that predates the past biennium or is that just within the last biennium?

VECCHIO: There have been Strategic Plans that were done a while ago. This Strategic Plan from '16-'17, is the first one we had done in several years, and it is the first one that conveys the new brand, the "Don't Fence Me In" and "Nevada. A World Within. A State Apart." overarching brand was established. That's where it started, unless people feel differently, it is an evolution based on the world around us in '18-'19.

MILLER: Thank you.

STOLDAL: Chairman?

HUTCHISON: Yes?

STOLDAL: Bob Stoldal for the record.

HUTCHISON: Commissioner Stoldal, go ahead.

STOLDAL: I think this is a great overall plan, strong action-oriented plan with solid measurements. I'm a little dismayed on Page 24 that we have one paragraph that deals with, quote, "The Department of Tourism houses state museums." I think that there are significant synergies between the state museum and TravelNevada that should be detailed as part of our overall Strategic Travel Plan. I'm not talking about the curation of objects or collections or those kinds of—I'm speaking strictly about the travel side of what the museum system and potentially the [inaudible] and the other ones. I think leaving those out of our plan and referencing only with one [inaudible] missing an opportunity, especially for international travelers. I know when I go to another country, one of the places I stop is a museum to get a sense of the country and community. I would hope as we move forward, we would look at those opportunities to have the museums as a larger part of the Strategic Plan. Thank you.

HUTCHISON: Thank you, Commissioner. Ms. Vecchio, any follow-up on that?

VECCHIO: That's a great point, and Commissioner Stoldal, we certainly will include that. What you don't see here is how we will drill down to our real focus on cultural tourism. We'll bring in the arts, museums and certainly bring in the Nevada Indian Commission and the Stewart Indian School and all of those assets and experiences that are available through a cultural tourism program. I haven't got to that point, but please know that definitely will be part of this, and appreciate that insight and looking at the plan that way.

ARGER: This is Julia Arger, and I appreciate that focus, because I think I had the same impression. I think the cultural tourism message needs to be a category or something in the front that somebody can go directly to how is tourism embracing the culture in our state and can specifically find information there. In the table of contents, I think it should be a category on its own.

VECCHIO: Very much appreciate that, and that definitely will be part of this. I need to figure out how to weave that into the metrics in sort of a holistic way because cultural tourism, as you will see this program unfold, is not only directed at PR marketing, but it's part of our sales and our international outreach. That will definitely be a part of this, and as I said, weave that in with language in this top part.

SANTOS: Herb Santos for the record. Claudia, in looking at the proposed metrics, one of the new ones is the geotargeted ads. To me, that's something that's relatively new. I don't think that was listed in the prior Strategic Plan. For me as a consumer on Facebook getting ads, if I go and look at a treadmill, the next thing I know, everything on Facebook is treadmill ads.

VECCHIO: Yeah.

SANTOS: Given we're a state agency, is there any type of analysis our folks have done to see if this going to look like big brother is watching you? Is there any turnoff from geotargeted ads? On this—maybe it's because I don't understand enough about them. I had an ad agency come and talk to me about my law practice, and they wanted me to do something similar. If someone is in a hospital and they go on their cell phone, my ads would pop up. I didn't want to do that, because I just thought it was [inaudible]. I'd like to have a better understanding if that's something that we need to do because it's good and not just my not keeping up with technology. Has there been any thought process into that.

VECCHIO: Yeah, and I'll let Brenda get up, because this is a good time for her to start talking about the always on thing, too. This is part of our whole move toward customization, and people are expecting this to happen. The further down we can get into your interests, the more specific experience we can create. That's called retargeting or remarketing. It's based on your search habits, and you get a very specific ad based on what you're doing. I think if we had been the first to do it, people would think it's Big Brother, but now I think it's expected. It is the most effective way for us to drive business. If we know that you are searching for golf and we also know that you're searching for restaurants, we can send you a message that laser pinpoints those interests. I don't think it's Big Brother, because that's the way the marketplace is, and it's just incredibly effective way for us to reach our customers, or potential customers.

I think Zappos was one of the first ones out there to use that type of customization. You search for shoes, and all of a sudden, those pumps that you searched for continue to follow you for two weeks until you buy the crazy things, which I'm guilty of doing more often than not. People are expecting it and they're not turned off by that customization.

Where you put those retargeting ads and how you get your ad back on there, like you were talking about, is really important. If you're searching for a particular key word that may also have another connotation, we don't want those ads to show up in the wrong place that are any way, shape, or form contrary to being a state agency and the high level integrity that we expect all of our ad placements to have, but customization is the way of the world.

If it's through that or if it's through these E-newsletters which we're going to continue to customize, again, to match people's preferences. It's the old marketing speak of cutting through the clutter and getting to something that really speaks to you and to your interests is an incredibly effective way for us to get what is just a joyful and wonderful message out to people. You know, I hope we'll be welcomed by the way we do it rather than it be suspect.

I'd like, Brenda Nebesky, our spectacular Chief Marketing Officer, and along with John Packer, who's on the phone, to talk about our current metrics and what we're doing. We have a really intelligent way that we're tracking and creating a return on investment for our integrated marketing program, but it's a challenge for us to communicate. Since our goal is to have numbers and metrics that you all feel very comfortable communicating. I want to be sure that we're approaching this in the right way. Brenda or John, who wants to start here?

NEBESKY: To answer your question, Commissioner, I also wanted to just say that we do our retargeting and remarketing very carefully, and we do plan to expand some of that this fiscal year, but we even contracted with a service called Mote that allows us to only retarget on sites within platforms that are appropriate for us as a state agency. We're very much keeping that in mind.

SANTOS: If I could follow up. In looking at that, the geotarget ads will offer deals as people traverse the state. I'm assuming that if someone is going to Ely, will they get a discount or something at a restaurant? If that's the case, do we generate any revenue by allowing people to provide us with the ads that go that way? Is that something that we want to do?

VECCHIO: The idea of the geotargeting ads providing deals is largely around the app. If you're on the app and you're driving along in a place where there is cell service, because this is an immediate kind of a thing, and you come up to an exit, for example, going into Ely, and you get there and these participating partners will offer a 10% discount at a restaurant, you'll get fed that. If you opt in, you'll get fed that information that there's this deal. We do not, at this point, have this program really wrapped up. We haven't determined whether those partners would pay for this or not. We as a state agency generally don't charge for those kinds of things. We charge for some ads, but again, this is a program that's still in development, and if we determine that we can charge for that, we also need to figure out how we get those dollars and how we then use those dollars. That becomes a little complicated in our system, but more to come. We can certainly have that conversation once we get this program in a little bit better shape I think.

NEBESKY: For the record, Brenda Nebesky. We're in the early stages right now through travelnevada.com, soliciting through our partner portal those details about tourism partners and the packages and deals related to their location or business, and we're trying to expand that program. Once we have those details in place, then we can serve up dynamic content through our newsletters and through ads. We just aren't quite there yet, but that is something we would very much like to offer to our tourism partners. We're working toward that goal.

Today, I just wanted to review and expand upon some of the key projects that we presented last week to the marketing committee, and as Claudia mentioned, one of the key strategies and big moves that we're making this year is to move away from two seasonal campaigns and to a true always on, uninterrupted media strategy. Right now currently, only some of our media partnerships, most of them online content providers, bridge the gap between our spring-

summer campaign and our fall-winter. With an expanded media budget, we see this opportunity to not just react to two effectiveness studies a year, but to have the opportunity on a monthly basis to respond to analytics and refine-optimize our ad placements, refine our messaging, expand to audiences, and become a more nimble marketing agency.

Budgetarily, this also allows us to align our invoicing and reporting with the fiscal year, which makes our finance office a little more happy. Our plan now is to begin true always on in November, which would be the traditional launch of our fall-winter campaign, but that then will continue year-round.

As Claudia also mentioned, we've demonstrated our effectiveness in building awareness in our key markets year over year. We really made our mark in awareness, and we are focused on our KPIs and objectives that are more in the middle of this graphic here toward true trip planning, consumer engagement, and booking. That is really our focus this year.

Metrics, as Claudia mentioned, traditionally, we've had two ad effectiveness studies, and now we have the opportunity to have monthly analytics and a dashboard based on monthly audiences, and adaptive tracking. We have John Packer on the phone with TNS, and I'm going to allow him to get into some of the details of how that reporting will happen. John, are you there?

PACKER: Yeah, absolutely here. Thank you, Brenda, and thank you, Lieutenant Governor and the Commissioners for the opportunity to chat with you for the record, John Packer, Vice President of Kantar TNS. Actually, Brenda stated it much better than I will and could, but I'll try to do my best. As you know, for the past X number of years, we have been measuring your campaigns based on a campaign measurement basis, but like Brenda's point, we do have the opportunity now to move to always on, which is where the industry is going both from a DMO perspective, and from some of the larger clients that we work with here at Kantar TNS. The primary benefit of that, and to Brenda's point, is that you could be responsive to the market. You could swap in ads depending on how they're performing, move from marketing insights on a quarterly or campaign basis to a monthly standpoint. And what we would [inaudible] is kind of a monthly dashboard, so scorecards that you could see how you're doing, and again, respond accordingly. It is called adaptive tracking. It is where the industry is going. Based on where you are as it relates to always on, I highly recommend that you do this.

Even from a technical perspective, it eliminates what's called recall bias of people being able to respond more accurately to the survey questions. From a

campaign perspective, sometimes we're surveying them early in the cycle. Sometimes we're surveying them late, and that creates some problems in terms of, again, people being able to recall what they actually saw or did, you know, the old adage, I don't know what I had for breakfast yesterday morning, let alone asking them about an ad that they may have seen a couple of months ago or how much money they spend and on down the line. So, it makes perfect sense from a methodology perspective, but more important, I think it makes perfect sense for the great state of Nevada.

NEBESKY: Thank you, John.

VECCHIO: We bring this up at this point rather than in a marketing update, because it really does start to impact how we track and report a return on investment for our marketing effort, because it is no longer centered around two big campaigns. It's throughout the year. We'll have to figure out how we do this, but there's not as distinctive return on investment as there was previously. It changes the way we communicate the success of our overall program. Can you talk to how that might occur?

NEBESKY: The return on investments specifically?

VECCHIO: Yeah.

NEBESKY: Well, I think it will just be a cumulative 12-month report is what it's going to be, and in that sense, a little more accurate because there aren't any gaps in it.

VECCHIO: That's all part of this metrics piece.

PACKER: No, I was just going to mention, Claudia, forgive me, that's perfectly stated.

VECCHIO: Great. Thanks, John.

HUTCHISON: Claudia, are you looking for feedback at this point from the Commissioners? Do you want further discussion, or further presentation at this point? What do you want at this point?

VECCHIO: Yes, I would love to have feedback about the metrics here. I would love to get feedback from those of you who are involved with other businesses and how you are tracking your metrics. With our audience being elected officials and the public, how we create metrics that make sense in their environment and not just in a marketing environment. Any input anyone has on how they're doing

that, what they've seen as best practices or things that have worked well. I welcome that input.

STOLDAL: Mr. Chairman?

HUTCHISON: Yes, please proceed Bob.

STOLDAL: From the television industry, if I were to wait one year to see what I was doing on my six o'clock newscast, I would be in real trouble. I'm very uncomfortable with a matrix that only is responsive at the end of a year that we do right or wrong. There's more metrics out there that I think we need to look at just to see and count how many of the people we are bringing into Nevada and putting heads in beds. A year is too long for me.

VECCHIO: Oh, absolutely. That's the beauty of where we're going, and that is a monthly basis as opposed to twice a year before. We measured the spring-summer campaign, and we got that information about three or four months later, and then we did the same for the fall-winter campaign. This allows us, almost on a real-time basis, to be tracking how well this always on program does. I apologize if that wasn't clear. We'll provide a dashboard, some kind of an ongoing tracking mechanism so that we'll be able to see this very often, right?

STOLDAL: Thank you, Claudia.

RALENKOTTER: This is Rossi down in Las Vegas. Two comments, one is more a measurement or an impact, but it goes back to the utilization of the room tax and what we're all tasked to do, which is put heads in beds. I think we need to also look at what is the impact, or what are the number of jobs that are supported by the rural grants as well as the special events that NCOT sponsors each year? We're measuring that, because when we're challenged as to how the room tax is used, there's two areas that we talk about. One of the total amount of tax dollars that are generated by the expenditure of our funds, and the second part are the total number of jobs that are created or supported by our efforts. I'm pretty sure if we looked at all the stuff that we do statewide, that would be pretty impressive from the NCOT side because of your impact especially in the rurals. The second is, and this would be a statewide measurement, but the utilization of the room tax that does not go to the promotion of tourism, and so forth. In Clark County in southern Nevada, we only receive 32% of the room tax collected, and the remainder of that money goes for all types of things that make for a better quality of life for us who live in southern Nevada as well as for the state. For example, since 1999, over $1 billion in room tax has been generated for the refurbishing of schools and building new schools. We

continue to tell that story because it's important, because it's that continual cycle. The more people we bring in, more room tax is generated. The more that we have to spend to market and advertise, do research in, and support the industry, and then the other side is that our communities and the State benefits from the room tax. That's a suggestion. It's not really a traditional metric, but it is a metric in what we do every single day.

VECCHIO: Thank you, Rossi. That's right on, and we have those numbers and will add those as part of our measurement metric. Thank you. Any additional insights?

HUTCHISON: Claudia, just a question for you here in Las Vegas. What did you mean when you said that with always on paid media, you would not have a distinct Return on Investment? What did you mean by that?

VECCHIO: We would have a cumulative ROI. I think the number would be continually distinct, but it's not a distinct timeframe. We know with the end of this campaign, our ROI is X to X, 70 to one, for example. This is more of a cumulative ROI. We would have to watch it and report it more frequently to make sure that it was still accurate, because it will change throughout the year hopefully.

HUTCHISON: My other question has to do with one of the slides. It looks like there's a block for the spring-summer fiscal year '17. Then there's a bridge fiscal year '18. What does that mean? And then there's the always on fiscal year '18, but what's this bridge fiscal year '18? Is that just a time when we don't have a campaign going? Is that what's suggested?

NEBESKY: Brenda Nebesky. Yes, because we have this transition period between the spring-summer campaign and our readiness for the always on initiative. We did two months of just a continuation of our always on partnerships.

HUTCHISON: Are we completely shut down, then, with any advertising or marketing during that time period?

NEBESKY: No, the bridge campaign is in place so that we do have some media out there during the transition until November.

HUTCHISON: Okay. What does that media look like, what are the components?

NEBESKY: Well, those are our current always on partnerships, which as I explained, tend to be online content partnerships, like the Matador Network, our partnership with Trip Advisor, partners like that, yes.

HUTCHISON: Okay, I remember we went over that during the Marketing Committee. Thank you. All right, any other questions, Commissioners, at this point? I'm trying to kind of keep us on track here, Claudia. It looks like what we're working on right now is our Agenda Item E 1.1. We're working on the last bullet point here, the overarching metrics and methodology by which a program's effectiveness is measured, right? That's what we're focused on. Is there anything else that you need to have feedback on, on that bullet point?

VECCHIO: In the last Strategic Plan, we had identified six key initiatives. In that plan, they were amplify domestic sales and marketing, drive international visitation, boost partnerships, create and convey value, enhance infrastructure, and run an effective business. They're somewhat changed for this time.

The first is to evolve the brand, which includes the domestic and international sales and marketing as we continue to focus on the future of this brand and make sure that that is evolved in all of our sales and marketing efforts. The next is to enhance partnerships, which is another word for boost partnerships, but that is our grants. That is our co-op marketing programs. That's the partnerships with our sister agencies both in the department and then state agencies like the Department of Wildlife and Conservation and such. The next is to inspire the industry, and that really is to create and convey value, but to do so in a way that makes the industry champions and really mobilizes the industry on behalf of not only the state agency but on behalf of the tourism industry in general that we can help through travelnevada.biz and the information that's provided to our industry there. We can help them better understand what's going on-on a global basis. The next, to engage champions, and that, through everything else we're doing, to help legislators and other key stakeholders, all of you to be better engaged and to feel more comfortable about being spokespeople for what we're doing as an agency and certainly as an industry. And then the last is to run an effective business. That's the same as it is this year and really to ensure that what we're doing here from a business and an operational standpoint is at the highest level possible. And so, those, you'll see a little bit of a change. I took out enhanced infrastructure, and while infrastructure is hugely important, in this previous iteration of the plan, we had a ground, air, and virtual infrastructure kind of initiative. The ground was focused with the Department of Transportation on the rest stops, which have not come to pass, and those are really a key initiative for us with that particular component. The air and the virtual, which was the cell service around the state, we really work on those in a fairly peripheral manner. While it's still important, I don't know if it is a key initiative, because it's very difficult for us to create metrics around something that we don't directly impact or have any control over the outcome. That's why that's removed.

Those are the changes to the key initiatives. I just want to be sure that you all are okay with those key initiatives. If you have other initiatives you think that we should be doing, I'm certainly happy to add those, but again, just as a framework for conversation, if there's other things that we should be doing, happy to get that input.

HUTCHISON: Commissioners, any comments under this bullet point, key initiatives that are proposed for this fiscal year '18 through '19 as Claudia has just outlined them for us? Okay, Claudia, are there other bullet points you want to talk about, either the mission, the vision, the values, any input or feedback you want from the Commission on those bullet points?

VECCHIO: Regarding the mission. We talked about that at a strategic planning session we had some time ago. We flipped that around a couple of different ways, but this is where it stands at the moment, to enhance the economic vitality of Nevada through effectively promoting tourism to and within the state. If there is another mission or another way to say that, we can talk about it. That is often a long protracted conversation, but I welcome any comments about that. This agency exists as part of the State of Nevada to help Nevadans. We took the vision outside of a marketing vision to have our vision be a vibrant quality of life for all Nevadans. For those engaged in this industry and those outside of the industry, as Rossi so well pointed out, lodging tax benefits everyone. What we do needs to benefit and enhance the quality of life for all Nevadans, and that's why that's our overarching vision.

The values we had in our last plan and are here also. The proposed change in values is that it would go from insightful, innovative and collaborative to insightful, collaborative, innovative and authentic. We've made them a little bit more specific than they were in the past. Any comments on that?

HUTCHISON: Commissioners, any comments or input on those bullet points with mission values or mission vision values?

STOLDAL: Mr. Chairman, Stoldal for the record.

HUTCHISON: Yes, Commissioner Stoldal, go ahead.

STOLDAL: I don't want to sound like a—well, I don't mind sounding like a [inaudible] but if this has been a vision of tourism and the Arts Council and the Indian Commission and our entire museum system of seven facilities, including two active and running railroads that bring in thousands of people, I don't see any

reference in here at all to the other elements that are key to—are within the Division of Tourism. There's no reference to that at all, and if this is strictly the TravelNevada part of the Division of Tourism, I sort of understand that, but if this is for the entire Division of Tourism, I think we are missing some of the key elements the division has for the arts, et cetera, et cetera. That's not reflected in there. Again, if this is strictly TravelNevada I'm with my other comments that I think we should bring in some of these other elements but if this is the mission vision for the entire division, then I have some concerns. Thank you.

VECCHIO: Yeah, so, this is Claudia. Commissioner Stoldal, so, these are the mission vision and values for the Division of Tourism, which is Travel Nevada. These are not them for the Department of Tourism and Cultural Affairs. That's a different plan. That one, I need to work on as well, but this is just for the Division of Tourism. This is travel-related, and within the authentic piece of this comes that heart and soul of Nevada, which is the cultural part of it. That's what the framework around this plan is for the Division of Tourism, slash, TravelNevada, not the entire department.

STOLDAL: Thank you.

HUTCHISON: Thank you. Other comments?

SANTOS: Herb Santos for the record. Under the mission, I just sort of have a problem with the word, enhance. When you use the word, enhance, that is sort of giving the impression that you're improving the quality of something as opposed to what we're really doing, is supporting what is already really good through effective promoting of tourism. I think enhanced is just the wrong word to put in there, because nothing that we do makes all these things in Nevada better. What we do is we support it by promoting it and making the information available to more people. That's just a word that I feel is a little misplaced. I may be out in left field on this one, but that's my thought on that word.

VECCHIO: We could certainly look at reframing that in a supportive way as opposed to actually having it impacting it or enhancing it, and I can wordsmith that a little bit and send it out to everybody for your input. We're happy to take a look at that.

HUTCHISON: Thank you. Other comments, input, suggestions?

ARGER: This is Julie Arger for the record. If we're going to talk about that, just going down to vision as well, I think there should be consistency in the semantics a bit. When you say vision, a vibrant quality of life for all Nevadans, it should have a

verb in there. Creates a vibrant quality of life, completes the thought and doesn't leave it just a category. I'm not finding the right word myself, but just if you're going down the line, mission, vision, value, whatever, it should have consistency in semantics.

HUTCHISON: Commissioner Santos, how about enhance the vibrant quality of life? Just kidding, just kidding. Any other comments?

VECCHIO: We could certainly make that parallel structure through this entire thing. That's totally fine. I just want to make sure there is a finality to our vision. The vision isn't a process. The vision is the end goal, it's not a process to get there. It's what we're aiming for, but we can certainly look at the parallel structure for all of this.

HUTCHISON: Okay, other comments, input? Claudia, have you got what you want? This has been agendized for a possible action. You don't need a motion on this, do you? You just wanted the input?

VECCHIO: Yeah, and I appreciate all the input we've received. If anybody has any additional input, I'm a phone call, an email or a lunch away. Just let me know, and we'll start crafting this plan and get it out to everybody for your insights and input with the aim to have this on our December meeting, and then we will have it for possible action, and the group will approve the plan at that point. Thank you, everybody.

HUTCHISON: Great, thank you. We don't have to do anything more on Agenda Item E 1.2, ROI Program Measure—we already covered that under 1.1, right, Claudia?

VECCHIO: Right, we have done it all. Thank you.

Agency Reports

HUTCHISON: Okay, great. All right, Commissioners, is there anything else on Agenda Item E, if not, let's move on to Agenda Item F, Agency Reports. I'd like to go directly to our Administration Reports, the fiscal year '18 year and date budget overview, and Ms. Vecchio, maybe you can start us off with an overview here.

VECCHIO: Thank you, Lieutenant Governor. I'm going to turn the time over to David Peterson to go through a very short FY '18, because we're not very far into that year yet, budget overview, and then he's also going to provide an update just so you all know where we are in terms of the RFPs that have been distributed and awarded.

PETERSON: Thank you, Claudia. For the record, David Peterson, Deputy Director of Tourism. If everybody will turn to the page right after the green report that says Agency Reports. You're familiar with this. It's an update that we do at each quarterly meeting. It looks at the categories that are action steps or internal program budgets. For our new Commissioners, we have Category 2. That's our out-of-state travel category. Category 3 is in-state travel. Category 30 is for training, and Category 31 is where all of our marketing—most of our contracts come out of there, our ad buy, et cetera. The one category that you won't see, if you all recall, is Category 43 as a part of the last legislative session. We moved those dollars into Category 31. The monies that used to be for the quarterly administrative fees for our international offices are now inside Category 31 to allow us the flexibility and the transparency now to run all of those contracts on a project cost basis.

Again, we're looking at bills that we've paid through the 8th of August. We're only now getting our July invoices from most of our vendors. So, as you can see, it's a very small amount of money that we've actually paid out so far in Fiscal '18. About 8% of our Category 2 our out-of-state travel. We've paid 2%, just under a thousand dollars, for Category 3. We have yet to have any actual training take place this fiscal year. Most of that training will take place this fall and over the winter, and just a very small amount, 1% of our Category 31 monies have been expended so far this fiscal year. If there are no questions about the budget, I'll be happy to move forward and talk about RFPs.

HUTCHISON: Any questions, Commissioners, on the budget overview? Sounds like you can move on, Mr. Peterson, please.

PETERSON: Okay, thank you. For the record, David Peterson. As an update on the different RFPs that we have out there, we have two RFPs that went through, and we have awarded to Destination Analysts, and that is for ad copy testing and web usability research, and those await approval on the September 12th Board of Examiners. We don't anticipate any issues and expect to move forward the next day with both of these pieces of research.

We have a couple of RFPs in process right now. We have the one for Latin America representation. It just closed yesterday. We'll be going through that process where there will be an evaluation committee to review the technical and the costs, and then we will take a look at the top two or three firms and do a second round of evaluation. And the other one that I think impacts this particular group is we finally moved forward with an agency informal solicitation to get the chambers updated from an AV perspective. As you all know, we've

had some challenges in here. This is the first phase, which is the design plan for the chambers, which will also allow us, hopefully, to bring our office in Las Vegas into the mix so we can have all of you in Las Vegas be present in our joint office down there.

In addition, we have released a print bid for *Nevada Magazine* for Janet and the team to print the *Nevada Magazine Events and Shows* as well as our statewide visitors guide. Then in terms of upcoming RFPs, once the contract is awarded for the design of the audio-visual in the chambers, we will work with purchasing to begin phase two, which will be a large-scale RFP for the actual equipment as well as the implementation and then maintenance going forward for that AV equipment. A couple of other things going on, the RFP for merchandise is—we're hoping to release that, I think, in September so we can be selling TravelNevada merchandise. We're working on that request for proposal, and we are also going to release a print bid as well through purchasing for the department level, but this is for the printing of letterhead, the printing of business cards and envelopes, et cetera. That's kind of an update on where we've been, where we currently are, and where we're going as far as RFPs and print bids. Thank you.

HUTCHISON: Thank you, Mr. Peterson. Any questions on the RFP update?

SANTOS: None in Carson.

HUTCHISON: All right. None here in Las Vegas. Let's move on Ms. Vecchio, to the Governor's Global Tourism Summit Update.

VECCHIO: Thank you, Governor. You also have in that Agency Report section the current agenda for the upcoming Nevada Governor's Global Tourism Summit. It will be December 4th and 5th at the Flamingo in Las Vegas. We will have a Commission Meeting on Monday, December 4th, from 10:00 to noon, and you'll see that reflected on the schedule. Then we are looking at an exciting open session in the Flamingo showroom, an opening dinner event at the Flamingo and then a cocktail dessert over at the High Roller. There will be an opportunity for the group to take that High Roller experience. On Tuesday, December 5th, you'll see the schedule outlined here. We're just now really diving into getting the sessions and the speakers to round out all of these sessions, but you'll see some of those that we have already on board. A quick change from last year. We have the popular Media Marketplace, which was new last year. That's where we bring international media to meet one-on-one with Nevada suppliers and properties and such, and that will be now at 10:00 a.m. on Monday, December 4th. Some of the comments from the last Summit was that industry did not

want the Media Marketplace at the same time as the Sales Marketplace, so we've changed those. We're putting the breakout sessions at the late morning hour. We'll do a lunch speaker, and then our overall general session for the Division of Tourism program overview. The Nevada Sales Marketplace, which is always such a popular piece of this conference, will be at the end of the day, and that's with some hope that people will stay through the whole conference.

You can see we bring in the buyers and the media on the 30th. We have three trips, two fam trips for buyers, and one press trip that will be traversing the state. Then they'll all come back rejoined together at the Flamingo for the conference. Our keynote speakers at this point, Roger Dow, who's the President and CEO of US Travel Association, Daniel Levine, who's a global trends expert, and Amy Jo Martin, who is the founder of a group called Digital Royalty. I think everyone will appreciate having her there to talk a little bit about this digital evolution and revolution on a global standpoint.

We're working with Tiffany East PR to be our event planner, and she's doing a tremendous job at getting sponsors and others geared up for this event. Are there any questions at this point?

HUTCHISON: Any questions on the Tourism Summit Update?

SANTOS: None in Carson.

HUTCHISON: Okay. Thank you. Ms. Vecchio, why don't we move to the South America Tourism Sale Mission Recap?

VECCHIO: Thank you, Governor. The next three items really are just brief recaps. The Division participated along with the Governor's Office on Economic Development and our partners at the LVCVA on a sales mission to South America. This was an interesting timing for this mission because of the fact that we are evolving our efforts down there to be Latin America regionally focused. It was tremendous for us to be in Panama, Bogota, Colombia, and in Santiago, Chile, we did events and sales calls with tour operators and travel agents and the media, but the excitement and the hunger from all of them for information about Nevada. Obviously, Las Vegas is a tremendous appeal to them, but the Nevada outside of Las Vegas, they're all very excited about that, and it's so fun when we get to a place like Santiago, Chile, and the Chileans who are very much like Nevadans, and I get the same feeling with the Australians. They're adventurers. They're fun. They're outdoor people. There's a lot of connectivity there immediately in the way they approach their travel experiences and the product that we have to offer in the state. A lot of good synergy started there,

and as we get this Latin America group on board, that will be a really good foundation for that.

We have a trade mission to India coming up. We're going along with Brand USA. I know there are a number of Nevada partners going along with this one. There are three of us going on this mission. It is a typical sales mission in that there will be sales calls and opportunities to interact one-on-one with buyers from India. With Brand USA, it's a detailed agenda where we're in three cities in five days. It's going to be a big trip, and we'll report back on how that goes.

So you know, there's a US-China summit that we have been invited to in collaboration with Brand USA. It's in Atlanta at the end of the month. We'll be going down to that. That's always a good opportunity for us to continue those connections and conversations with our counterparts in China which this year might be very interesting about the relationship between the US and China.

HUTCHISON: All right, thank you very much, Ms. Vecchio. Any questions on those three updates? Okay, let's move, then, on to Agenda Item F3, *Nevada Magazine*.

GEARY: Hello, everyone. I'm Janet Geary, publisher of *Nevada Magazine*, and I have quite a few things to tell you today. First of all, I need to hand out two of the latest publications that we've just completed. The first one is the Las Vegas Wedding Guide. I'm sorry you don't have any down south or on the phone, but if you get on lvweddingguide.com or nvweddingguide.com, you'll be able to see the Wedding Guide. We did this in cooperation with the Las Vegas Wedding Chamber of Commerce. We actually were able to print this for them just with the advertising revenue and we still made a fairly nice profit. The other one is our Rides Guide. This is our tenth annual Rides Guide that we do every year. It's got a lot of different itineraries for motorcycle and actually cars, RVs, whatever. They're different itineraries on where to go within the state and what to see.

Kippy put together a PowerPoint for me. Since we've done so many things in the last couple of months, I really wanted to show you some of the visual since we're such a visual medium. We actually all took a photo trip with a professional photographer. If you read the last issue of the magazine, we all had our photos in there, everyone from taking it with a cell phone all the way up to taking it with a huge professional camera. I'm the one with the cell phone. Anyway, this is all of us when we were out on our trip.

Kippy Spilker, who is our Art Director now for a year, has done so much to help us get our photographers involved in the magazine. She put together a focus

group. We had four professional photographers come in and speak to almost 50 people that had signed up to come to this symposium. We had it right here in this room. We were standing room only. The photographers, some quite well-known Nevada photographers, spoke on all the different issues involved in taking photos in the state of Nevada.

These are just some photos from the symposium. As you can see, we had a great group of people. Some even stayed and went to lunch together, and we're still getting information from people talking about it on our photographers' Facebook page. That's another thing that Kippy takes care of, is our photographers' Facebook page. 2,900 photographers actually belong to our Facebook page, and they're always submitting photographs of Nevada, both south and north. You can certainly join the page. It's under Nevada Photographers, and you can see all the beautiful photos that they take. We had a huge amount of response to the seminar which were very positive, and they want us to do another one.

We also just finished with our Great Nevada Picture Hunt. It will be in this next issue of the magazine, and I wanted to show you the winners of the Picture Hunt. They're not out in the public yet, but this was actually our first place winner. These two brothers actually climbed up a mountain with his dog, and the other one stood at the bottom of the mountain and took this photo. So, that's what home means, Nevada, and that was our theme this year, and that's what home meant for these two brothers and their dog.

This is our second place winner, our third place winner. And our fourth place winner, I kind of like this one. It's a Burning Man. We haven't had a Burning Man one for a couple years and thought this was the best of the Burning Man photos that we received.

This one here, the last one, it was number five, was done by Neil Lockhart. He's one of our premiere photographers for the state of Nevada. He has actually won our contest several times, and I actually have that photo hanging in my living room. I love that photo. He paints with light, and it's amazing, his process. He was one of our presenters at the photo symposium.

These are some of our other winners. We received over 1,600 photos this year, and the staff actually whittles them down to a hundred, and then we all go through them over and over and over to vote for the winners. We had so many tremendous photos this year, it was really hard to pick winners.

Kippy came up with a great project. She asked photographers for 40 photos from around the state, and put them all together into a state of Nevada shape. All the photos are from the specific areas of the state. She put them in the areas where they belong, and we're going to be selling this 24 by 36 poster this year. If anybody would like to preorder, let me know. They're $10. And this will be the cover of our magazine for this issue, because we will be promoting this poster through the Christmas season. If you would like to see a bigger one, it's downstairs. It's absolutely phenomenal.

We also just finished our 3rd Silver State Scavenger Hunt. This is our third year, and this is a brainchild of our Associate Editor, Eric Cachinero. Eric has actually done this for three years. He picks sites for people to go to, take a selfie with the magazine and they're included in a drawing for a Range Rover weekend. We've had a huge response and have had some great winners. In fact, two of our winners have bought Range Rovers. So, they love to partner with us.

We just got word from our NPA Awards this year. We received 17 awards again this year. We got the Best Overall Design, thanks to Kippy. We're up against 17 magazines, including *Edible Reno-Tahoe*, the *Reno Magazine*, *Las Vegas Magazine*, *Las Vegas Weekly*, all the Tahoe magazines. We're really proud that, with a small staff like we have, that we continue to garner these types of awards. We also won the Best Advertising Excellence in the whole entire magazine field.

In this slide, I added some kudos from our readers. You know, we get so many notes and emails and letters from our readers. A lot of people say, hey, I've never been to Nevada before. I came because I read your magazine, or, I took a trip because I read your magazine. We get inundated with these, and I never include these. We wanted to start letting people know exactly what people are saying about the magazine other than Herb, who always has a nice anecdote from his mother-in-law. We wanted you to know how the magazine actually impacts our readers and wanted to share some with you. I'll be happy to take any questions if you have any for me.

HUTCHISON: Yeah, we have a question here, Commissioner Miller in Las Vegas.

MILLER: Thank you, Mr. Chairman. Ms. Geary, with respect to the Rides Guides, and I apologize, I don't have a copy of it, you mentioned motorcycles and automobiles. Do you include bicycles?

GEARY: Oh, yes, these actually are bicycle-friendly routes. We also include motor homes. They're not off-road routes, but any of these can be accessed with bicycles, absolutely.

MILLER: How do you distribute the rides guide? Is there any additional distribution?

GEARY: Our advertisers all receive a good supply of them. That's why we have a dollar on them. We don't really actually sell them for a dollar, but we give them to our advertisers so they can give them out to their customers and they have a perceived value. We also distribute them at all the welcome centers, all the visitors bureaus, and anyone that actually would like them. We're happy to hand them out. We give boxes of these to the bike festivals throughout the state. There's a digital version online as well.

HUTCHISON: Great. Thank you. Any further presentation? Are we at the point for questions?

SANTOS: Herb Santos for the record. Do they put these at the Reno Airport? There is a section where they have different collateral stuff. The last time I was at the airport, I didn't see anything from our office. Maybe it's because everyone takes them and there's none left.

GEARY: Well, in fact, all of their racks are owned by Anderson Distribution, and we have to pay to be in those racks. We do send the airports our guides, and also, Events and Shows. They get 2,500 of our Events and Shows every issue, and they usually put them on their counters, so they don't stay very long. But we don't pay to put them in the racks.

HUTCHISON: Great. Any other questions, Commissioners?

GEARY: Thank you.

SANTOS: None in Carson.

HUTCHISON: All right. Well, thank you very much, and that takes us to Agenda Item F4, Public Relations.

DRYSDALE: Hello, for the record, Bethany Drysdale. I'm here just to show you a final product, the "Welcome to Nevada" that you approved in May. I showed a preliminary version of it in June. We have the final version I wanted everybody to see and new Commissioners as well that weren't here to see the early version. I think you'll like the final. With that, Ron will play that. [Video plays]

DRYSDALE: As a reminder and for those who weren't here in the early conversations about this, it is really a unified effort with all states and destinations around the US to send out that welcoming message that the United States, and Nevada specifically, has open arms for every traveler around the world. This will be sent to the US Travel Association and Brand USA to distribute internationally. It will be sent to our international offices to distribute to their markets, and we'll be starting a social push at about 4:00 p.m. today, so you may see it pop up on Facebook as well. With that, I'm happy to answer any questions and very pleased to show you this final product.

HUTCHISON: Any questions for Ms. Drysdale? All right, thank you very much. Let's move on to Agenda Item F5, Marketing.

NEBESKY: For the record, Brenda Nebesky, Chief Marketing Officer. I'll just run through the rest of my presentation, many of the items that the marketing committee reviewed last week.

As you know, the "Don't Fence Me In" Campaign is fueled by real stories told by real Nevadans, and our print and digital ads reflect that. These are some of the upcoming print placements, David Low, the Park Ranger for Spring Mountain Ranch; Aurel Baker, who is an outdoor enthusiast. She's a fisherman, cyclist, and skier, her father was one of the first people to ski the Ruby Mountains, and Eric Burke, who is a renowned midtown muralist. We're also working on rounding out the series with some Nevadans in the south.

These are the digital placements that reflect those characters and their stories, and these ads are built to drive the potential visitor to travelnevada.com, where they can explore the Insiders Video Series, a long form of videos that tell the character's entire story. Then on the page at travelnevada.com, there are related points of interest that are featured in the video. From there, they can link out either to the partner's page on travelnevada.com if that exists or be linked out as a referral to the partner's website, et cetera.

In keeping with that campaign, this year, we need to replace our broadcast spot, our TV spot. It's reaching saturations in our markets, and so this broadcast campaign concept was presented to the Marketing Committee. I won't read the copy to you. I'll just explain it. The copy is just placeholder for now, but the concept is that there is a central narrator, and here, it's depicted by someone like Waddie Mitchell, a famous Nevadan and cowboy poet who embodies the "Don't Fence Me In" spirit and delivers a message about the transformative experience a traveler can have in visiting Nevada. As he stands, as if on stage,

footage of all sorts of locations and activities in Nevada are projected on and behind him. Then in the final scene, what appears to be a backdrop behind him drops, and he's in a real location in Nevada, Lemoille Canyon or some similar stunning setting, and he delivers a call to action that we use in many of our digital placements, which is, let my story be the beginning of yours. We presented this to the Marketing Committee, and there were some reservations expressed about whether an older cowboy poet would resonate with the millennial audience. We currently have this concept in testing with Destination Analysts and are going to test it against the same concept, but with a younger narrative voice.

We identified this year, the need for something buzzworthy, an untraditional piece of media that would be a disruptor. What we came up with is a "Don't Fence Me In" virtual reality 360 video that takes the viewer on a wild ride through Nevada, through many locations, Vegas, Valley of Fire, Lake Mead, Sand Mountain, Virginia City, Austin. It's in tandem with Fahlgren Mortine our agency of record and Groove Jones, which are 360 video experts. The experience needs to be viewed through, ideally, through an Oculus viewer like this one. What we came up with is a TravelNevada saloon environment in which more than one viewer can step up and be seated and view the experience. It does take you through a 360 degree view, which can be a little bit awkward, so we wanted the viewers to be seated. And, there might be some liability involved. The environment will offer us the opportunity, which we are currently doing, to extend promotional opportunities to tourism partners for giveaways and to be featured on the bar top, in posters and on coasters. We're taking this exhibit and the 360 video to three cities in California.

This is a fun part. For the Oculus viewer itself, we're creating skins that depict some fun Nevada characters so when the person has this on their head, they appear to have eyeballs. It's a good social media opportunity as well.

As I said, we're taking this to three cities starting next month, starting on September 2nd, and all of the venues have been selected. They're either high-traffic pedestrian areas or ticketed events that are targeted to our audiences. It's going to start in Sausalito at the art festival there, going to go to Pier 39 in San Francisco, Los Angeles, Original Farmers Market, Santa Monica Pier in Los Angeles, Santa Monica Place, and we'll end in San Diego at the Kaaboo Del Mar Festival and then also at the Gaslamp Square Plaza. And, at this location, we'll also have a PR sales event for tour operators and the media. Are there any questions?

HUTCHISON: Any questions on marketing?

SANTOS: Herb Santos for the record. Any chance we'll have this at the Governor's Conference or trade shows.

NEBESKY: Yes, absolutely. Our intent is to repurpose both the exhibit and the video. It can be used at trade shows. The footprint is scalable. We can use all or part of it depending on the footprint of the venue, and we are hoping that the 360 video can live online. There are platforms now that are developing some 360 viewers, like YouTube and Facebook. They aren't as immersive as this viewer with the headset, but they're still effective, and so we'll be promoting that on our site and online after the tour is over. But yes, this will all be repurposed as a trade show experience as well.

I'm also going to present the urban sponsorships that were awarded in June. This slide lists all of the awards and should be in your packets. We've identified all of the promotional opportunities for TravelNevada related to those events. Upcoming next month, we have the air races and the balloon races. For instance, with the balloon races, we'll be doing an online social promotion. In past years, we've done a photo contest on our website, and this year, we're going to try a social promotion and give away balloon rides. Is there anything else you wanted to cover related to sponsorship, Claudia? Okay, any questions?

SANTOS: Herb Santos for the record. On that $7,500 that's unassigned, what are the opportunities for organizations? Is it too late for them to submit for that?

VECCHIO: This is Claudia Vecchio for the record. They can submit for that. We have $7,500 for the rest of this fiscal year. We don't have a process for submitting. If there is an event—that's kind of an opportunistic piece of money, although it also is used for banners and other things that we do on-site. I don't know that there's a whole of $7,500 left that's unassigned, but we can figure out what that is once we get the collateral and all the things that need to be produced for these events. But they can still call us. We get calls all the time, and that's how we come up with these lists.

SANTOS: Does the event have to occur this year or can it be next year?

VECCHIO: It needs to occur between July 1st of 2017 and June 30th of 2018 to be included in this cycle.

SANTOS: Thank you.

VECCHIO: Thanks.

HUTCHISON: Great. Any other questions under our Marketing Agenda Item?

SANTOS: None in Carson?

HUTCHISON: If not, thank you. Let's move on to Agenda Item F6, Sales and Industry Partners. We got our presentation in Las Vegas. We're going to add to the meeting here by winding up and coming home and concluding our meeting here with our Sales and Industry Partners wrap-up from Las Vegas, Nevada, and full of gusto.

LUSVARDI: Hello, I'm David Lusvardi, Sales and Industry Partners. Teri Laursen, our Director, is out this week and not available to be here, unfortunately. Our first topic is Brand USA proposed F18 programming. I think most of you are familiar with Brand USA. That's the national destination marketing organization to bring inbound tourism from international markets into the US. They create a series of programs and promotional opportunities that other destinations, such as Nevada, can partner with. We have proposed to enter into an agreement with them for $250,000. In your packets there is a list of the proposed activities.

Of each of the proposed activities that we would like to be included in, we have tried to select the ones that will benefit us the most. The first couple of them, inspiration guide and experience pages are not measurable. They are really branding awareness, but most of the rest of the items listed do have a measurable component, a matrix set up where we can actually either gauge room nights or bookings or something specific so we can track that as we are trying to build into that area.

At the bottom, you can see by entering into this, our $250,000 will, they project, produce over $1 million in marketing awareness and value. It's a very good partnership that we plan to jump into, and some of these specifics, just as an example, one of the partnerships is with Rocket Fuel to support our storytelling videos. So, you know, each of these has been selected for a reason. We're trying to do something that really will support what our campaigns are. Are any questions specifically about these activities?

HUTCHISON: Commissioners, any questions on the Brand USA proposed fiscal year '18 programming plan that just has been set forth by David? What's been our experience in the past with the projected return investment that we're seeing here? I mean, has this been our experience to be accurate in terms of what we would expect would happen in the future?

LUSVARDI: I believe so. They will partner into multiple destinations with some of the activities. There are specific things that we can bring to the table that's a Nevada initiative. So, some things are ours with them just as a direct partner. Others have multiple partners. What they can do and what their clout is and their relationships, they stretch out much farther than we can, you know, in geography and in depth with these campaigns. It's a projection, but I believe from the past that we could expect a very good rate of return.

HUTCHISON: Yeah, good. I know Members of this Commission have had experience with Brand USA, and usually, everything we do with them has been top shelf and has been a great benefit to us. Claudia, is this something that we need to approve here at the Commission level by a motion or is this by way of information in terms of what you tend to do?

VECCHIO: Historically, the Commission has approved this expenditure to Brand USA, because it's done as our national partnership with this organization. I'd like to have the Commission approve that this is the right direction and the expenditure. These programs are those that will help us to convey the brand of Nevada abroad. So, we do like to have that Commissioner approval.

HUTCHISON: Any questions before we take a motion on this, Commissioners?

CARANO: Yes, this is Cindy Carano. I'm wondering what is the political budget—or where is the Brand USA? Is it going to be cut in their budget? That's what I'm asking.

LUSVARDI: If I understand correctly, you're asking if Brand USA's budget will be cut?

CARANO: Right, are we in peril of losing this arm of the organization for tourism?

LUSVARDI: Over the last year, there has been discussion of that. I haven't heard anything for a few months, but the last I heard is that it's solid and reliable, and it's not going anywhere.

CARANO: Okay, good. Thank you.

HUTCHISON: Any other questions, Commissioners, on Brand USA proposal fiscal year '18 programming expenditure of $250,000?

SANTOS: None in Carson.

HUTCHISON: All right, none here in Las Vegas. The Chair will accept a motion, then, to approve Brand USA proposed fiscal year 2018 program in the amount of $250,000.

MILLER: So moved.

CARANO: Cindy—second.

HUTCHISON: Commissioner Miller has moved for approval. Vice Chair has has seconded the motion. Are there any comments or discussion on the motion? Hearing none, those in favor signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed, nay. That motion passes unanimously. Let's move on to Agenda Item F6.2.

LUSVARDI: All right, this slide is the proposed travel show schedule for Sales and Industry Partners, and if you see the sheet that has the yellow highlights, easiest one to look at perhaps, this has been broken down into domestic shows and then by region. There's one section in the middle called Domestic International, which is a little bit of an oxymoron. What that means is shows that are in the US that cover the international market coming in. Those are usually international markets coming to these shows in the US. Many of these we have attended in the past. Some of these are new. We've changed up a few things and, you know, trying a few different shows in place of others. But generally, we have our domestic shows and our international shows and as well as sales missions. We are attending sales missions, partnering with Brand USA, partnering with RSCVA and LVCVA, and we have one of our own sales missions that will be going to the UK next April. So, the rest of the sales missions, we're partnering with our DMOs in Nevada.

HUTCHISON: David, any major changes from the show schedule fiscal year '17?

LUSVARDI: Not really major, like I say, a couple replacements dropped one show and tried another one and things, but not really a major change in direction or focus.

HUTCHISON: Okay. Commissioners, questions on the fiscal year 2018 Domestic International show schedule?

SANTOS: None in Carson.

HUTCHISON: Thank you. Ms. Vecchio, do we need a motion on this as well?

VECCHIO: I would like a motion just to approve this, because this is a large expenditure as it relates to our sales outreach. I would just point out that you have two schedules in this packet. The first one is just the listing, and those listings that are highlighted are shows that we invite partners to. That's important to us that we continue to offer these opportunities out to our partners across the state, and those are the shows or the missions that we're going to be doing that.

If we could get a motion to approve this schedule. It seems to be a good and thoughtful show schedule. Again so you know, the team has really committed to ramping up and the distribution of leads to our territory partners. The distribution of leads really been the measure in the past. But not only that, they're going to be tracking new leads. They're going to be tracking follow-up of those leads, and they're also going to be tracking through to how the partners benefit from those leads. We have a more robust tracking system in place for these shows. We'll be able to come back next year with some benchmarks for these and some, I think, better reasoning as to why we choose to continue with shows or have selected other shows.

HUTCHISON: All right, thank you. If there aren't any further questions, the Chair will accept a motion to approve fiscal year 2018 domestic and international show schedule as presented in our materials.

CARANO: Motion to approve. Cindy Carano.

HUTCHISON: Okay, so, Vice Chair Carano has moved to approve. Is there a second?

SANTOS: Second, Herb Santos.

HUTCHISON: Commissioner Santos, thank you for your second. Is there any discussion or comment on the motion? Hearing none, those in favor signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed, nay. Motion carries unanimously. Thank you very much. Move to Agenda Item F6.3.

LUSVARDI: And our last item is the marketing position. This is how we are moving forward with our different international markets and domestic. As we have been renewing our contracts with the international market representation companies and starting some new ones, we have changed the way that we have asked

them to perform and to bill, as Dave Peterson has said. We used to have two silos of PR media budget and sales budget. We have combined that and asked our international partner companies to create projects and promotions that intertwine both of those areas as well as the budget. The other main change in the financial side of it is it will be a per project basis, again, as Dave had mentioned. Instead of just a retainer or a monthly fee that we pay them, each project will have an amount—a cost amount that would take place to produce that project or that promotion. This does speak to what Claudia has been talking about, integrating our different departments. We will have more PR media sales intertwined in our international markets. Along with that, we will be looking at projects that do have measurement, even more than we have in the past. It may be specific room nights with a call to action with a tour operator or a wholesale company. It may be something else that is measurable, but we're going to try more and more to these projects and promotions that do measure that we can actually compare and improve as we move forward.

The other thing that we've done is we've adjusted our markets just a little bit. We did have, in the past, have a Brazil office and a Mexico office. As we've said, were going after an RFP currently for a new company that will represent Latin America as a whole, and that will give us the ability to adjust. You know, if Santiago or Bogota or Buenos Aires becomes a very popular area due to economics or politics and another one is a little weaker, then we can adjust a little bit. It gives us a little more flexibility in that market. So, that's kind of a new angle with Latin America as kind—you know, market test and see how that works out. We have adjusted our markets with our team. I am over Latin America and Australia. Christian Passink is working with Europe, United Kingdom, and Canada, and Sylvia Welsh, our newest Market Manager, will be over domestic US and China and India. And again, with that, we will become Market Managers. So, we will be responsible for not only the sales, but at least the coordination of the PR and media promotions and projects as well. Well, we'll be working with our PR media department, but it will be funneled through our Market Manager to keep things a little more efficient. So, that's kind of that direction.

HUTCHISON: Great. Thank you. Any questions on the market positioning under this Agenda Item?

MILLER: I have a question.

HUTCHISON: Yes, Commissioner Miller.

MILLER: Mr. Chairman, thank you. And I may have missed this, I apologize, but when do we expect to have this new Latin American group on board?

LUSVARDI: Yesterday was the deadline for the proposals. We have eight companies that have proposed. We are going to work to narrow that down to about three, and in a month, we'll have a meeting with those three to narrow it down to the one, and then I believe it will be approved possibly in November. Is that correct, Claudia?

VECCHIO: That is correct on the November Board of Examiners for final contract approval.

HUTCHISON: Great. Any further questions for David? David, thank you very much.

SANTOS: None in Carson.

HUTCHISON: Thank you very much, Commissioner Santos. Anything else under Agenda Item F, Agency Reports, Ms. Vecchio?

VECCHIO: We have concluded Agenda Item F.

Upcoming Meetings

HUTCHISON: All right, let's move on to Agenda Item G, then, Upcoming Meetings. Ms. Vecchio?

VECCHIO: Just so you know, our next meeting will be a full Commission meeting at the Governor's Global Tourism Summit, Monday, December 4th at 10:00 a.m. Those of you who need to travel down there we'll be coordinating that travel. Dee will help coordinate that travel so that you can be participating in that meeting as well as the Summit. And just as a small add-on to that, for the past couple of years, we had an additional December meeting call to approve grants, but we have moved the grants up so that we'll be able to have the approval of those grants at that meeting. Our one December meeting will be at the Global Tourism Summit.

HUTCHISON: All right.

VECCHIO: That's all.

Commissioner Comments

HUTCHISON: Thank you. Let's move to Agenda Item H, Commissioner Comments. Are there any comments by the Commissioners at this time?

KROLICKI: Mr. Chairman, it's Commissioner Krolicki.

HUTCHISON: Yes.

KROLICKI: Hi, thank you. After being away for a couple years, just watching today, and what you all have done in the past few years is really extraordinary. It was a great team before there were some new faces, but I just want to applaud, the leadership and listening to you, Claudia. Thank you, and Bethany and the different folks and my fellow Commissioners. It's just the technology and the applications, you just move this to a whole other level, and again, it's such a pleasure to be back. The Governor said I should particularly take note, Mr. Chairman, of a Commission Meeting that is succinct, precise and ends before five o'clock. So, that lesson has been well-learned, but thank you. It is indeed a pleasure to return.

HUTCHISON: Well, it's great to have you back.

CASHELL: I also would like to commend all of you. I was here for the first meeting years and years ago, and I am blown away the way you all have taken this Commission and taken it forward with everything that's in it. I'm mind-boggled by everything you all have done, and you're to be commended. The magazine, I remember when it was struggling and if we hadn't had an individual in Reno to bail it out, we would have lost it. But Governor and Governor Krolicki, you guys have done an outstanding job, and I commend you all and your staffs. It's mind-boggling the way you all have brought this, and I hope you all will put up with me to try to catch up, because you're going to have to drag me along.

KROLICKI: Which century did you start?

HUTCHISON: Thank you very much, Commissioner Cashell, but again, welcome. It's wonderful to have you here.

CASHELL: Which century did I start? You can tell we're friends.

HUTCHISON: Well, listen, we don't take the train anymore like you used to in the early days. We have come quite a ways, and it's good to have you with us. All right, are

there any other matters to come before the Commission on Commissioner Comments?

STOLDAL: Well, Mr. Chairman, Stoldal for the record.

HUTCHISON: Yes, Commissioner Stoldal.

STOLDAL: I really just simply want to say it's always been an honor to serve on this Commission, but that goes double now with two real Nevadans, and both of them I've had the honor to serve with Governor Krolicki, and it's great to hear his voice again. I'm glad he's unretired. Thank you.

HUTCHISON: I think we're all very happy to have both of these new Commissioners, and it's going to be a lot of fun having them both on, back in the saddle. Any other comments, Commissioners, under Agenda Item H?

SANTOS: Herb Santos for the record. First, I would like to thank *Nevada Magazine* for putting that little picture on their website of my mother-in-law reading the *Nevada Magazine* at the Magic Mountains, which was pretty cool. She thinks she's a rock star now. The second thing is a little bit more informative. Over the past couple months, I've been receiving emails, and they're entitled Nevada State Commission on Tourism. I always open up the email, and it looks like it's another company like Alignable, and I talked to Mr. Webster about this, and it's not coming from the Nevada State Tourism Commission, but what it does is it says—it's entitled Nevada State Commission on Tourism, and it's someone requesting that you accept an invitation to be linked up with them. It's like a LinkedIn, but one of the persons that did send, I did know, and she just texted me a few minutes ago that she did send it, and she said, I'm sorry I didn't give you a warning that I was sending it. But they're using our Nevada State Commission on Tourism to attract the person to open it, and I've always—when I've seen them, I thought it was something from you folks. I've learned that it's not something from Nevada State Commission on Tourism. I would just warn my fellow Commissioners that there's this company out there that uses that as a tool to get you to link onto it, yeah, fishing. I'm showing my internet technology skills here with the words, but anyways, I just wanted to tell my fellow Commissioners to sort of watch out for that.

HUTCHISON: Thank you, Commissioner Santos. Other comments, Commissioners, under Agenda Item H?

Public Comment

HUTCHISON: All right, hearing none, we'll move on to Agenda Item I, Public Comment. Are there any members of the public here in Las Vegas who would like to present public comment to the Commission. I'm not seeing any. Any members of the public in Carson City who would like to present public comment to the Commission? I'm not hearing any.

Adjournment

HUTCHISON: Move on to Agenda Item No. J, then, for a motion to adjourn. Do I have a motion to adjourn?

VASWANI: Motion to adjourn.

HUTCHISON: All right, thank you, Commissioner Vaswani. Do we have a second?

MILLER: Second.

HUTCHISON: Second, Commissioner Miller. Those in favor signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed, nay. We are in adjournment. Thank you all very much.

The meeting adjourned at 3:28 p.m.

Respectfully submitted,
Dee Chekowitz-Dykes, Executive Assistant
Department of Tourism and Cultural Affairs
Nevada Commission on Tourism

December 4, 2017
NCOT Meeting

Draft Minutes

For Approval

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MINUTES of the NEVADA COMMISSION ON TOURISM
December 4, 2017

The Nevada Commission on Tourism held a Commission meeting at 12:00 p.m. on December 4, 2017 at the Flamingo Hotel, Savoy Room Conference area, 3555 Las Vegas Blvd. South, Las Vegas, Nevada 89109 and by teleconference.

Call to Order
Lt. Governor Hutchison, Chair, called the meeting to order at 12:03 p.m.

Commissioners Present:
Lieutenant Governor Mark A. Hutchison, Chair
Cindy Carano, Vice Chair
Don Newman
Rossi Ralenkotter
Herb Santos, Jr.
John Wagnon
Julia Arger
Bob Stoldal
Bob Cashell
Brian Krolicki

Commissioners who are absent/excused:
Mike Vaswani
Richard Arnold
Bob Morse

Staff present:
David Peterson, Interim Director
Peter Barton, Administrator, Divisions of Museums and History
Tony Manfredi, Executive Director, Nevada Arts Council
Tiffany Brenig, DAG

Others:
Patrice Bell, Pulse Travel Marketing
Victoria Osorio, Global Marketing Sales

Roll Call and Determination of Quorum

HUTCHISON: Well, good afternoon, everyone, hope you're all having a great day. This is the time and place for our Nevada Commission on Tourism Meeting. It's been scheduled and agendized, and we welcome everyone who is participating not

only here in person with us, but also by phone, and I know that they'll identify those who will be on the phone participating with us as well. What I'd like to do is have Mr. Peterson confirm that we have the proper posting of this Notice for our meeting and then call roll and confirm the quorum.

PETERSON: For the record, David Peterson, Interim Director of Tourism. Yes, sir, we do have the proper postings in place in advance of the meeting. I'll call the roll right now. Lieutenant Governor Hutchison?

HUTCHISON: I'm here.

PETERSON: Commissioner Morse is out of town. We'll mark him absent, excused. Commissioner DeLone?

DELONE: Present.

PETERSON: Vice Chair Carano is on the phone, I believe.

CARANO: Yes on the phone.

PETERSON: Thank you. Commissioner Miller is on the phone as well, I believe.

MILLER: I am. Thank you.

PETERSON: Thank you. Commissioner Newman?

NEWMAN: I'm present.

PETERSON: Commissioner Ralenkotter?

RALENKOTTER: Here.

PETERSON: Commissioner Santos, Jr.?

SANTOS: Here.

PETERSON: Commissioner Cashell?

CASHELL: Here.

PETERSON: Commissioner Vaswani, are you on the phone with us? Okay, we'll mark him absent at this point. Commissioner Krolicki?

KROLICKI: Here.

PETERSON: Commissioner Arger?

ARGER: Here.

PETERSON: Commissioner Arnold is not with us. We'll mark him absent, excused, and Commissioner Stoldal?

STOLDAL: Here in person.

PETERSON: Thank you. We have a quorum, Lieutenant Governor.

HUTCHISON: Great. Mr. Peterson, thank you so much for calling roll and confirming we've got a quorum. That concludes Agenda Item A.

Public Comment

HUTCHISON: We'll move to Agenda Item B now, which is Public Comment. Are there any members of the public here in Las Vegas who would like to address the Commission? Please come forward at this time and identify yourself if there's anyone here who would like to make public comment. I'm not seeing anyone. Is this posted anywhere else where any other members of the public would be able to make a comment, Mr. Peterson?

DYKES: Dee Dykes for the record, Carson City.

HUTCHISON: Are there any members of the public in Carson City who would like to address the Commission at this time? Please come forward and step to the microphone and identify yourself, please. Not hearing anyone in Carson City. Then go ahead and close out Agenda Item B, Public Comment.

Approval of Minutes

HUTCHISON: Move on now to Agenda Item C, Approval of the Minutes. Members, have everyone had an opportunity to take a look at our minutes, and are there any changes or additions to those minutes?

CARANO: This is Commissioner Carano.

HUTCHISON: Yes, Commissioner.

CARANO: And a question I had June 21st minutes in my packet for our last meeting, but the last meeting was in August.

DYKES: Commissioner Carano, Dee Dykes for the record. The June meeting and the August meeting were close together, the June minutes were transcribed first and are included in this packet. The August minutes will be approved at the next meeting.

HUTCHISON: All right, any other comments?

CARANO: I'm sorry, the August minutes will be approved today?

DYKES: August minutes at the next meeting.

CARANO: Okay, thank you.

HUTCHISON: Thank you. Any other Commissioners have questions or comments or revisions to the June 21st, 2017 minutes? Hearing none, the Chair will accept a motion to approve the June 21st, 2017 minutes.

SANTOS: I move to approve the June 21st 2017 minutes.

CARANO: Second.

HUTCHISON: Thank you. We have Commissioner Santos who has moved to approve and Commissioner Carano who has seconded that motion. Any comments or discussion on the motion? Hearing none, those in favor signify by saying aye.

GROUP: Aye.

HUTCHISON: Those opposed, nay. Motion carries unanimously. Thank you.

FY18 2nd Cycle Rural Marketing Grants

HUTCHISON: That takes us on to Agenda Item D now, which is an Agenda Item for possible action by the Commission. I'll turn the time over to Mr. Peterson. If you would please introduce this agenda item for us and direct our attention to any matters that you feel would be appropriate prior to our considerations now.

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson. I should mention, too, that Sarah Bradley, our Senior Deputy Attorney General, is on the phone, and we also have Tiffany Brenig here in Las Vegas with us as well. You

all have a copy of the fiscal '18 Second Cycle Grant recommendations in your packets. I would like to let you all know that we held our first open meeting of the Territory Advisory Committee back on November 20th, and with great thanks to Kari Frilot, our Rural Programs Manager as well as Sarah Bradley. With that, I'm going to turn this portion of the presentation over to Kari to walk you through the Second Cycle Grant recommendations.

FRILOT: Thank you, David. Good afternoon, Governor, Commissioners. For the record, Kari Frilot, Rural Programs Manager with TravelNevada. I'm before you today to request your approval to award $666,600 in funding to 104 projects in conjunction with the Second Cycle Rural Marketing Grant Program. We received 122 projects from 55 organizations from 15 counties. Only Esmerelda and Mineral counties did not submit applications for this grant period. The recommendations were prepared by staff, they have been reviewed and approved by the Territory Advisory Committee, which includes the Chair of the six territories and myself. That took place at the open meeting which was on November 20th in the Laxalt Building. Our Rural Commissioner, Don Newman, and our Director of Sales and Industry Partners, Teri Laursen, along with Interim Director David Peterson sat in and observed that meeting.

The Chair of Nevada Silver Trails was unable to attend that meeting; however, had sent a message to the group to let us know that he approved of the recommendations as stated. I would also like to add that in your packet, as requested by Commissioners Santos and Sheltra at the June 21st meeting, is a spreadsheet which shows the last five years of grants awarded by territory. It's the tab right in front of the magenta tab. This was at the request of those two Commissioners, and I hope that that meets your approval. At this point, I'm open for any questions.

HUTCHISON: Ms. Frilot, thank you very much for those introductory remarks. Before we open it up for general questions, I'll turn it over to Commissioner Newman. I know you've always done a great job in terms of providing an overview of your thoughts about the process. I'd like to hear from you at this time and give us your thoughts about this.

NEWMAN: Don Newman for the record. As Kari mentioned, this was a little bit of a change for us from what we've done typically, as Sarah Bradley attended the meeting with us, and it was following all the open meeting laws as required. We did review all of the grants. Everything, again, is vetted very well, and with the recommendations of the Territory Chairs and Kari's hard work in tracking requests, what you see before you is what we came up with.

HUTCHISON: Thank you, Commissioner Newman. Other Commissioners have any other comments or questions for Ms. Frilot, please?

SANTOS: Herb Santos for the record. Thank you very much for putting together that history of those grants. It did provide us with some good information. I did have some questions, though, in regards to one of the grants. I went through them, and I don't want to nitpick at each different request, but I know that one of our obligations is to ensure that all the funds that we allocate to these beneficiaries are spent at the highest level of efficiency and transparency. When I was looking at the Nevada Silver Trails request for some radio advertising, they had requested $25,000, and it was recommended $12,500. In the description, it says that it was for 174 one-minute radio digital spots. Now, for advertising in Las Vegas, I have no idea what the rates are in Las Vegas, but that comes out to $143.68 a spot, which to me seems really high. Is that something you look at when you guys are going through those to make sure that the beneficiary of these funds is getting the best rates that they can? And like I said, in the Reno area, I've never seen $143 spots on radio, so that alarmed me and caused some question for concern.

HUTCHISON: Commissioner Santos, can you just identify for the record what page you're on?

SANTOS: I don't have the page number.

FRILOT: Nevada Silver Trails, Page 1.

SANTOS: Is the second from the bottom. Thank you.

FRILOT: It's NST-1852.

HUTCHISON: Got it. Great, thank you. Ms. Frilot, please proceed.

STOLDAL: For the record, Bob Stoldal. Just to point out that these are not 30-second spots. These are full one-minute spots. So, for a 30-second spot, that would be a little bit high, but for a full one-minute spot, those are normal—longer than a normal 30-second.

SANTOS: And $143—Herb Santos for the record.

STOLDAL: Well, let's see. A hundred—that would be 60 seconds for—about $60 for a 30-second spot. That's about right. I think that's about right, because the one-minute spot, I think that's where the challenge comes in.

SANTOS: Okay.

HUTCHISON: Thank you. Ms. Frilot?

FRILOT: For the record, Kari Frilot. I'd also like to add that they do track the conversion on these, and it comes into well over 577,000 conversions, and because this territory is the largest territory and represents five counties, and it is also the only territory that does not have a Convention and Visitors Bureau. The territory itself pretty much does the advertising for the entire territory.

HUTCHISON: Thank you. Other comments or questions? Lieutenant Governor Krolicki, please.

KROLICKI: Thank you, Mr. Chairman. Again, it's a pleasure to be sitting with you, and I want to say thank you to Commissioner Newman. I understand how much time you've put to the rural territories, and I have to go through this, two comments quickly. One is—I just want to state this for the record. I don't think it's a conflict, but my wife sits on the Indian Commission for the state of Nevada, and some of these grants in the Indian Territory will fall within her realm. I don't think it's a conflict to recuse myself on, but I just wanted to point that out for the record, and my question is on Page 4 of the Reno-Tahoe territory, towards the end of the section, the top one that has to do with LTBA. It's RTB-241, and just a clarification, you mentioned that NDOT (Nevada Department of Transportation) funds will be used to support the radio ads?

FRILOT: Nevada Division of Tourism.

KROLICKI: Okay. I was going to say, I didn't think NDOT did those things. Thank you, Mr. Chairman.

HUTCHISON: Thank you. Other questions, other comments, observations, Committee Members, of the Commission? All right, hearing none, the Chair will accept a motion for the Commission to approve the expenditures of $666,600 for fiscal year '18, Second Cycle Rural Marketing Grants, the recipients as outlined in the staff recommendation.

RALENKOTTER: Move for approval.

HUTCHISON: Moved for approval by Commissioner Ralenkotter. Do we have a second? Do we have a second?

SANTOS: I'll second.

HUTCHISON: Second by Commissioner Santos. If there are any further discussions or questions on the motion on the table? Hearing none, those in favor signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed, nay. Motion carries unanimously. Thank you very much.

FRILOT: Thank you.

HUTCHISON: Ms. Frilot, as always for your great work with the Rural Grant Program.

FY18-19 Strategic Planning

HUTCHISON: That takes us now on, Commissioners, to Agenda Item E, Fiscal Year 2018-2019 Strategic Plan, and Mr. Peterson, if you could please introduce the topic for us and direct our attention to any matters in particular you'd like to have us focus on.

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson. In your packets after the pink sheet is the most current draft of the TravelNevada Strategic Plan, including your feedback from the past month, which I thank you for. I'd like to hit the highlights as well as the changes to the '18-'19 biennial Strategic Plan. Putting the plan together was a true team effort, so I want to acknowledge the great work of Brenda Nebesky, Bethany Drysdale, Teri Laursen, and Janet Geary who stepped it up tremendously to get this plan in front of you all today.

The first change that you'll see is on Page 2 of the plan, which now includes narrative that explains the Division of Tourism, its relationship within the Department, as well as our sister agencies just to, again, kind of bring us together collectively. The theme of the biennial plan is "focus on the future" and as you can see on Pages 2 and 3 of the plan, we are looking to continue to convey the brands for storytelling using authentic Nevada characters. The idea is to engage consumers in conversations that put Nevada at the center of arts, cultural, heritage, and adventure mindsets. How does the vision do this? By using emerging technologies.

We will enhance and integrate social media into our websites and our visual platforms as well as our mobile and CLM platforms. We're going to continue on with the "Don't Fence Me In" spirit to empower the brand's connectivity with target audiences by delivering personalized dynamic content and messaging to

consumers. We want to take potential visitors further down the decision-making funnel by identifying itineraries, packages, and deals on our website. So, we want to get beyond sort of the planning stage as it is with consumers. Just last month, the marketing team, along with our integrated marketing agency Fahlgren Mortine, our CRM vendor Strategic Solutions as well as our research vendor, TNS Kantar, had a kickoff meeting that started a ten-week assessment of all the data and the metrics that the Division of Tourism currently captures and tracks. The all-day meeting was led by a company by the name of Cardinal Path and the results of the KTI review will be presented to the marketing subcommittee meeting in February, and then we'll bring forward to the full March Commission Committee meeting the outcome of this ten-week process. So, I just wanted you to be aware of that and be open and transparent with all of you that we will keep you in the loop as we move through this process.

The five key initiatives that are included in the draft plan seek to evolve the brand, enhance partnerships, advocate for the industry, engage stakeholders, and run an effective business. In the interest of time, I'm not going to go through the entire section, but rather explain to all of you the thought process behind what you have in front of you today. I challenged the staff to help me put together a plan that integrated the marketing, public relations, and the sales and industry partner programs into each key initiative with the goals that we have in place to accomplish each of those. Another change in the current strategic plan has to do with Nevada Magazine. I met with Janet Geary, the publisher, and we decided that it would be better to move them under "run an effective business." They're an enterprise fund so the magazine must not only maintain their existing revenue streams, but they also must look at new revenue sources as well as manage their overall expenditures so they can maintain a 30-plus-day reserve at the end of each fiscal year. Moving them underneath this key initiative seemed to be the right place for the Division's publishing division to live. With that, if there are any questions, I'd be happy to address them before seeking the Commission's approval of the Strategic Plan as included in your packets. Thank you.

HUTCHISON: Thank you, Mr. Peterson, appreciate all the effort, and we know this is not an easy exercise, and you've done a great job pulling this together and seeking comment before our meeting here. Commissioners, questions, insights, thoughts, comments? Commissioner Newman.

NEWMAN: Don Newman. David, it's hats off to you and the team for the efforts that you put into preparing this update for everybody. We certainly know the challenges as we move forward in trying to figure out just where did Claudia put that. She's off to a new challenge. So, it's not always easy to remember what

direction sometimes we were headed in, and you guys have done a very good job. I think the team that's in place is a very strong team, and I would encourage the team members to continue to support you in your efforts, because you're being pulled in quite a few different directions. I just think this encompassed everything that we've been talking about for the last couple of years, and as we move forward into the future realm, this is taking us there. I would just say, congratulations to everybody involved, and I think this was a very—a good document that you put together.

PETERSON: Thank you, Commissioner Newman.

HUTCHISON: Commissioner Santos.

SANTOS: Thank you. Herb Santos for the record. I was equally impressed with the draft. I did have one question, though. That was at Page 11, and my draft, where it talks about evolving sales effort into a results driven domestic and international sales program through, and then mine dropped off, so—

PETERSON: You are correct. Mine is dropped off as well.

SANTOS: So, it's through something.

PETERSON: Yeah, yeah, sorry. I was kind of following bullet points.

SANTOS: Right, which could be.

PETERSON: Yeah, I'll—what I'll do is I'll go back on the server and look at the master document, and I'll send it off to all of you so you can see what the full bullet point said.

SANTOS: Plus, it proves I read it.

PETERSON: Yes. My apologies for not having the full statement.

HUTCHISON: That is impressive stuff, Commissioner Santos, and Mr. Peterson, it looks to be up in my copy. It's the indented bullet points, those three bullet points maybe, maybe not. You take a look at it.

PETERSON: I will do that, Lieutenant Governor, yes.

HUTCHISON: All right, anybody that can improve on the sharp editorial eye of Herb Santos to prove that you actually read this?

ARGER: I have a comment.

HUTCHISON: Please.

ARGER: Julie Arger for the record. I just wanted to thank Dave and his staff for particularly adding Page 2, which is a really thorough and clear explanation of in particular, where arts and culture fits in, and I really appreciate addressing that concern. Thank you.

PETERSON: You're welcome.

STOLDAL: Chairman?

HUTCHISON: Yes?

STOLDAL: Eagle Eyes here on Page 23, under urban sponsorship, the third line, "May be used for first O-time."

PETERSON: Will you say that again? Will you say that again, please?

STOLDAL: It says, "May be used for first O-time or established events."

PETERSON: Okay.

HUTCHISON: You got it?

PETERSON: Got it. We'll fix that.

HUTCHISON: Any other comments, observations, edits, revisions? Mr. Peterson, I was pleased with the order in which you set forth our reputational management plan on Page 24, the advocates for the industry. You know, we just went through a legislative process with our budget, and in fact, we were able to actually have some enhancements to that legislative session. And, you know, without making sure that we keep elected officials apprised and make them understand the ROI of our work here, it could be difficult. I do think that making sure elected officials understand what we do is a very important priority. I mentioned that before, and I know Governor Krolicki has mentioned that before my time here as well. I've heard him talk about that in one of my meetings when I was first here. That's so important that we do a good job making sure that those who set policy in the state understand the importance of tourism within the Division of Tourism. I know we understand it with Las Vegas Convention and Visitors Authority, Reno Convention and Visitors Authority, but

sometimes the state tourism function can get lost in a lot of the other priorities that rightfully belong at the state level. But you do a good job of that, and I think it's important that we recognize elected officials have got to understand our mission. Any other thoughts, comments, questions, concerns? Yes.

STOLDAL: Quick comment to echo some of the other members of the Commission. This document says strategic plan, but really is an action plan. I mean, it's something that has some work to be done, but it really sets forth things that we can accomplish and will be meaningful. I think it's a good job.

HUTCHISON: Very well done. All right. If there are no further comments, Chair will accept a motion to approve the fiscal year 2018-2019 Strategic Plan as set forth and contained within our packet.

DELONE: So moved.

HUTCHISON: Commissioner Delone has moved for approval. Is there a second?

NEWMAN: I'll second.

HUTCHISON: Second by Commissioner Newman. Is there any discussion or comments or questions on the motion? Hearing none, those in favor please signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed, nay. Motion carries unanimously. Thank you very much.

International Presentations

HUTCHISON: That takes us now to our Agenda Item F, International Presentations, presentations by the Division's recently contracted international vendors. Mr. Peterson, can you introduce this and anyone you'd like to have speak on this topic, please?

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson. I'm very excited that we have representatives from the Division's two newest international rep firms with us today. As you may recall, Pulse Communications and Travel Marketing was awarded the contract back in June. They began their work as our Canadian rep as of July 1st. Global Marketing and Sales, the Division's new Latin American rep vendor under contract approved at the November 4th Board of Examiners concluding the request for proposal process

that started this past summer. With that, I'm going to ask Teri Laursen, Director of Sales and Industry Partners, to introduce both companies, followed by short presentations from each. The presentations themselves follow the yellow page in the packets.

LAURSEN: Thank you, Dave. Lieutenant Governor, Commissioners, and those present, Teri Laursen for the record. So, as he said, we have two of our newest marketing rep firms here with us today ready to present. We're going to hear first from our Canadian office. Patrice Bell with Pulse Communications is going to give you a brief summary of her company and the market. Patrice has been in the industry for over 30 years in various senior level executive positions. She has an outstanding record of achievement in driving key performance results in the areas of sales, marketing management, operations, and strategic development. Patrice, and you'll soon know why, is a dynamic performer with a proven track record for managing multiple initiatives simultaneously, which consistently surpassed targeted objectives. She has a reputation for entrepreneurial management, excellent negotiation abilities, and team leadership abilities, all of which has served her well in her career. I had the pleasure of working with Patrice in a previous life, and I can certainly vouch for her excellent work deliverables. Then secondly, we're going to hear from our Latin America rep firm. Victoria Osorio is Director of Communication and Public Relations at Global Marketing and Sales. She has 15 years of experience in the travel industry working with leading global travel and destination brands. Ten of those years have been with Global Marketing and Sales. Victoria has been featured in PR News, Univision, Telemundo, NBC, and other media outlets for PR, social media, and category expertise. So, Patrice Bell.

HUTCHISON: Ms. Bell, come on up here. We are looking forward to this dynamic, exciting, unbelievable presentation.

BELL: Oh, my goodness. That's a bit of a buildup. Thank you. Terrific, thank you very much. Mr. Chairman and Members of the Commission, very delighted to be here today. I'm one of the managing partners for Pulse Travel Marketing. With me today, we've also got the Account Director, Lorenzo Campos. He's at the back, and he's been participating in the fam trips leading up to this meeting as well as the media marketplace. We're very excited to be here. So, as Teri mentioned, we were appointed the agency of record in Canada on July 1st, Canada Day, very appropriate, and we got off the ground running pretty quick. But the first thing, what I wanted to do is talk to you about some of my partners. We have three partners in Pulse Travel Marketing. Myself, my background really is more on the retail side of the business. I worked on the corporate travel side as well as leisure. I was with Alamo Rental Car for eight

years, so I tend to handle more of the trade component of the contract. My other business partner, Sana Keller, she is responsible for mostly the PR in the partnership, a great background in many different aspects in the industry recently with Four Seasons Hotel. We just merged our business with KAI Travel Management this year, and Anika Clint, again, has a very strong background on the trade side, used to work for Costco Travel and is a strong presence in retail travel.

HUTCHISON: Ms. Bell, just to let you know, we've got the materials I think that you're looking at.

BELL: That's great. This is the presentation that Lorenzo will be doing tomorrow.

HUTCHISON: Yeah, right after tab at the yellow tab.

BELL: I think we've got a really strong mix of leadership, and we all bring different strengths to the company. Our office is located in Toronto. We've got a total of 14 employees. Some of the accounts that we do handle are, obviously, the Nevada Commission on Tourism, Colorado, Virginia, San Antonio. We do the PR for Copa Airlines, and we do have a hotel division that's brought in through KAI. So, we've got a number of Caribbean hotels which we kind of consider a leisure division. We've also got offices in Montreal and Vancouver to cover the country. There's not a whole lot of people in Canada, but it's a big area to cover.

Some of the initiatives that we've got planned for this year, the first one that we kicked off the ground was the destination launch for Nevada in Canada. We did that in September. We had Chris and Christian come up to Toronto. We did trade calls. We did PR calls, and then we had an event that all the trade and the media attended that evening. It was a really good launch and kicked off all the initiatives we'll be doing in Canada this year. Some of the things we've got planned down the road, we've got co-op with some major tour operators. Starting—right now, actually, this month, it's going with Flight Centre and in January with Flight Centre as well. I'll talk about that a little bit more. We have the Weather Network campaign that will be Canada-wide, including Quebec, in March. We've got the social media campaign and influencer engagement campaign, an event in Toronto. We have the sales mission dates picked out for Vancouver, and that will be taking place March 7th and 8th. So, hopefully, we'll see people attending that.

We're going to be working with either WestJet or Air Canada, which are the two major carriers into Las Vegas, for some articles in their in-flight magazine. I also

should mention we are working with both these airlines to see if we can get some nonstop flights into Reno, because right now, the only nonstop flights are Vegas, which is well-serviced, but we need to get them throughout the state. Obviously, fam trips and press trips will be ongoing throughout the year.

The next slide just talks a little bit more about Flight Centre. Just a bit of background, they're really the largest bricks-and-mortar travel agency group in Canada. Where most tend to be going online, they've kind of bucked the trend. They've got about 300 travel agencies across Canada, very well-known. The reason we also like to work with them is at the end of the campaign, we have really measurable KPIs, and we can see the differences we'll make. The second major initiative is with the Weather Network, and if there's anything Canadians like, it's their weather, because we always know what's coming down the pike. 2.5 million Canadians check into the Weather Network every day, which is probably about 8% of the population. The other good news is probably it's most watched in the wintertime, because we're checking on those snowstorms to see what's coming. Our plan in March will really hit the maximum number of eyeballs as possible. So, we're actually going to be bringing them into Nevada. We're going to be doing on-location shots, and we'll be takeovers of the pages and the social media throughout the time of the campaign. That's just a quick snapshot of what we've got planned. We are very excited to be representing you in Canada and look forward to many great initiatives and successes. Thank you.

HUTCHISON: Ms. Bell, thank you very much. Are there any questions by members of the Commission for Ms. Bell? I've just got one quick follow-up, Ms. Bell, if you could just stay there for one second.

BELL: I'm sorry, yes.

HUTCHISON: With the Weather Network campaign, what's the reason? I mean, what's the reason to be on that network other than the eyeballs? Are they looking at these snowstorms and thinking I've got to go somewhere sunny. I want to go somewhere out of Canada.

BELL: Well, that's pretty much it.

HUTCHISON: I want to go south for the winter.

BELL: There's a number of ways that people can get the weather. You can get it on the tablet. You can get it on your phone, but in the morning, you look on the

TV, see what's coming, but there's nothing better than seeing a sunny spot when it's snowing like crazy outside. You want to be going somewhere else.

HUTCHISON: Right.

BELL: These are the times we like to pick the destinations. You would like to be there instead of where you are now. So, that was the reason, but the other reason is because their metrics and demographics are perfect for what we're looking at.

HUTCHISON: Great, thank you. Other questions or any other comments? Commissioner Krolicki, please.

KROLICKI: Thank you, Mr. Chairman. Most of this room will just kind of roll their eyes when I say this, but it's a very important thing for Canadians. Most people think hockey is your national sport.

BELL: Absolutely.

KROLICKI: But you really, really like curling.

BELL: That's the one we yell a lot at.

KROLICKI: But just for the record, and I'll—if you're here for the next day I would like to talk to you, you know, out of this context, but both the Nevada Commission on Tourism and Rossi's group, the Las Vegas Convention and Visitors Authority, have helped us put on some of the largest curling events in the world here in Las Vegas, including a very large event, the World Curling Championships, in April.

So, if we can just speak later, it would be talk about the things that we're doing in Canada, promoting these activities, because, you know, we bring 70,000, which I think is a lot of Canadians, to these events almost on a yearly basis. But it's a marvelous market and welcome, and thank you, and good curling.

BELL: Yes, absolutely, and I must also congratulate you. Your hockey team is doing pretty well, too. I think you're rocking the pants off the Maple Leafs, so keep it up, and that will also be a huge draw, because in Toronto, it's very difficult to buy tickets, because they're season tickets. And a cheap ticket in Toronto is $250. So, to come down here to watch a hockey game isn't out of the question, trust me. I think you'll be seeing a lot of Canadians at the game.

HUTCHISON: Well, Commissioner Krolicki is not happy just with the professional hockey. He wants the professional curling team, apparently.

BELL: I think it's, anything to do with ice whether it's on a rink or in a drink I think really is a good pitch for Canadians. So, thank you. Any other questions?

SANTOS: Well, Herb Santos for the record. Curling hockey is cool.

BELL: Curling hockey.

SANTOS: But I'm a basketball fan.

BELL: Okay.

SANTOS: And you guys did a great job up in Toronto with the All-Star game, but we also have a D league team in—or I can't ever say the name of the city, but the 905.

BELL: Yes, the six. We're from the six.

SANTOS: What's that?

BELL: We're from the six.

SANTOS: Right. But we have a D-league team in Reno, the Reno Bighorns, and it would be great to, you know, foster some, back and forth with the fans from Reno and fans from—

BELL: Absolutely.

SANTOS: —Mississauga?

BELL: Mississauga, that's it.

SANTOS: Yeah, that's it. Anyways, basketball is a great sport, too, and we enjoy our friends from Canada that watch the games, and it would be great to have a nonstop flight from ...

BELL: That's right, absolutely. And I think there's no reason—like, it is a route planner. It's going to be something we need to get the airports involved with for funding to get the flights up and running, but I've had conversations with both, and, they're sharpening their pencils. Air Canada is doing so much expansion right now to secondary airports. I think there's a shot. It would be good to get some Northern Nevada flights.

SANTOS: Agreed, thank you.

BELL: Thank you.

HUTCHISON: Thank you. Any other comments or questions? Ms. Bell, thank you very much for your presentation.

BELL: Thanks for allowing us to be here. Thank you.

HUTCHISON: Thank you. All right.

OSORIO: Good afternoon, Commissioners. Victoria Osorio from GMS, Global Marketing Sales, TravelNevada representatives for Mexico and Latin America. Thank you. It's an honor and a privilege to be here with you today and to be representing TravelNevada in the Mexico and the Latin America market. I'd like to very quickly introduce Mr. Alex Pace, who is our CEO and President for Global Marketing and Sales. He's with us here today. That's Mr. Pace.

HUTCHISON: Thanks for being with us.

OSORIO: Thank you so much for the opportunity to work with TravelNevada in the Latin American region. Today, I'm going to give you the Cliff Notes version who GMS is and what we're going to do for you in the Latin American region. So, first of all, Nevada, we can't wait to tell your story. We're super excited to be working with you and with all of the different regions and attractions and destinations within Nevada.

A little bit about GMS, who we are, we're very unique in the region. We have an in-market presence in every primary country in the region, including Mexico, Columbia, Brazil, Argentina, and Chile. We have offices in each of these primary markets. Are a fully integrated agency. That means that we combine our sales, our communications, our digital offline and online activities and disciplines so that we're creating synergy in the marketplace.

One of the unique features that we offer and that we know is very important for TravelNevada is that we actually have our own wholly-owned social media agency that is owned by GMS. It's called Symova. We're fully staffed and equipped, and you can see in the pictures that we have set up monitors throughout the room. We have a full staff that focuses solely on social media, and that integrates with our PR team, with our sales team so that it's a complete circle of activity so that the funnel is a complete funnel and we close the loop from sales, social media, and PR.

You are in good company, TravelNevada. We've worked with some of the top brands in the world, Avis, Visit California, Orange County, Sandals. We've worked with some of the top brands in the industry, and we are very excited to be working now with TravelNevada and to make you a part of our history. Our expertise and human resources is really what we shine at, is our team. We have over 22 years of exclusive travel industry experience. All we do is travel. That's our focus. We work with destinations, attractions. Everything that we do is focused on travel. We have a bilingual and a trilingual staff. I myself speak three languages, Spanish, English, and Portuguese, and you'll find that many of our staff members are fully bilingual, so you won't have any problem or any of the TravelNevada staff will have any issues in working with any of our staff members, and we are able to communicate in any of the Latin American countries, including Brazil, which speaks Portuguese.

We have in-country sales managers and PR support. We have staff in each of the primary countries that we mentioned. We also have a travel trade sales force in each of the markets. We have a PR team in each of the markets. All of the offices are fully staffed. We have the regional Public Relations Director, which is me, and I'll also be managing the PR and PR strategy for TravelNevada. Like I said, we have a social media team. We have in-house graphic design. We're not going out and outsourcing graphic design. We have a full team in-house that focuses on graphic design. We have a full production team, we're not outsourcing production. Any event that we can do that is going to be done for TravelNevada, we have the expertise in-house to manage it end-to-end.

Some of the markets that we're going to be focusing on are Argentina, Brazil, Chile, Columbia, and Mexico, the largest of those being Brazil, followed by Columbia. Is that my music to go like in the Grammys? Am I being [laughter] all right, thank you very much.

HUTCHISON: Time's up!

OSORIO: Thank you. Time's up. Like in the Grammys. They're playing me out like in the Grammys.

CARANO: That's me.

OSORIO: Oh, okay.

PETERSON: They need to hang up and call back in.

OSORIO: Okay, I'm not being played out, great, okay. All right.

HUTCHISON: Walk away.

OSORIO: Okay, and next, some of the main purpose for travel is obviously vacation and holiday, but you also have a VFR market, which, of course, is very large and important. The primary activities are shopping across the board. I think, you know, Latin Americans come here to shop, shop, shop, and that's really important for us to keep in mind while we're marketing and putting together our communications material for the region. You have stiff competition. Everybody wants to get into the region, Mexico, Latin America. It's a competitive market. Florida, New York, and California are going to be the primary competitors for TravelNevada, so we want to make sure that we have, and we do have a clear strategy for the marketplace.

The key things that we're going to be focusing on are benchmark awareness. We want to raise awareness of Nevada tourism offerings, the entire state. We want to boost awareness among consumers and expand program tracking. Just like Canada was talking about previously, we are very focused on KPIs and making sure that we have results-driven campaigns. Our primary strategies for the region are leveraging the market knowledge and existing context to develop and implement TravelNevada strategy for each market, and most importantly is executing a comprehensive and integrated strategic sales and PR plan to achieve these objectives. That creates synergy in the marketplace and allows us to gain greater momentum at a faster pace.

Some of the other things that we're going to be doing is expanding product knowledge. That is absolutely essential beyond Las Vegas, including Las Vegas, but across the entire state today. We had our b to b meetings earlier in the day, and it was absolutely fascinating all of the different things that our being offered in the state, and we can't wait to talk about that a little bit more. We want to leverage the existing and growing motivations for travel, tap into new market opportunities, and of course, create awareness through education in the trade, media, and consumer markets. Execute result-driven actions is really what we're all about. We're looking for ways to produce results, so of course, daily sales outreach and calls, conducting sales promotions, strong collaboration with our tourism promotion organizations that are in each of the different markets. We also want to develop strategic partnerships with airlines, credit cards, and other trade companies and organizations. We specialize at that. We work with all of the major players in the region, and as you can see, Aeromexico, PriceTravel, Interjet, BestDay, these are all people that we have worked with.

We're not forging new relationships. We have established 20-year relationships with these folks in each of the markets we work with.

Some of the ways that we're going to differentiate Nevada is to focus on outdoors, Nevada originals, the DFMI concept, and relaxation and leisure. We're going to be doing many different promotions and campaigns. Just one of the major initiatives that we're planning for the region are a Hemispheric TravelNevada Stakeholder Advisory Board that is going to be comprised of members in each of—members from each of the Latin American counties. The goal here is to strengthen industry relationships and collaboration while increasing awareness in stakeholder investment. We're going to create this group for members across the region, top industry leaders across the region, and ask them for their opinion. What do you think we can be doing? How can Nevada continue to differentiate themselves in the market? What's happening in your marketplace? What can we leverage? What are the opportunities that exist for us? And really use them as a resource for us and create this brand ambassador role for them and have them support us while we support them, and we're going to be kicking off that particular initiative with a fam trip for members of this particular committee to Nevada. And that's it. How's that for the Cliff Notes version of us?

HUTCHISON: Very efficient. Thank you very much. Hold on. Let's just ask if there's any members of the Commission who have any questions or comments for Ms. Osorio. Commissioner Krolicki.

KROLICKI: Just one comment that in our focus groups and research and throughout all those markets where the shopping indicates its prime driver, many times the focus groups, they would tell us that they would bring an empty suitcase to Las Vegas, so that's key throughout the state.

OSORIO: Yes, absolutely. I mean, and they plan for this. They have an empty suitcase, either an empty duffel bag folded up in their case or an actual empty suitcase that they bring with them to fill with goodies that they bought on their trip to the States. Yeah. Anything else?

HUTCHISON: Other questions, comments? Commissioner Newman.

NEWMAN: Yeah, my comment would simply be I think we're in good hands both in Canada and Latin America. I think we have the right agencies representing us, and again, everybody is headed in the right direction. So, good job to the staff for your selection to represent us, and we continue to move forward.

OSORIO: Thank you so much for the opportunity.

HUTCHISON: Ms. Osorio, thank you very much for your presentation.

OSORIO: Thank you.

HUTCHISON: Mr. Peterson, anything else on Agenda Item F, or Ms. Laursen, anything else on Agenda Item F or we completed?

LAURSEN: No, sir.

PETERSON: No, Lieutenant Governor.

HUTCHISON: Okay, we'll close out Agenda Item F.

Agency Reports

HUTCHISON: That takes us to Agenda Item G, which is Agency Reports, and we'll start off with my Chairman Report. In just the interest of time, given our timeframe here at our conference, I'll keep my comments brief. I'm sure you all know that after six years with TravelNevada, we've said goodbye to Claudia Vecchio, who is a wonderful leader of our efforts here in Nevada. You should know she left in October. She's now head of the Tourism Bureau in Sonoma County California, and of course, we wish Claudia nothing but the very best and we're grateful for the years that she spent with us and leading the effort here.

For the remainder of my term, the vision on tourism in our Nevada Commission on Tourism will be led by Interim Director David Peterson, who's already done a stellar gentleman's job here today directing the crew. Let's give him a welcome. [applause] Of course, David has been here with us for, like, 50 years or something like that. David has achieved something in that range, 16 years, did everything from a Chief Operations and Finance Officer and Director of Research, Deputy Director, of course, of Department of Tourism and Cultural Affairs most recently, and we're just thrilled to have you, David, and appreciate your professionalism and your years and years of experience and looking forward to working with you. So, thank you.

PETERSON: Thank you very much, Lieutenant Governor.

HUTCHISON: Any thoughts, comments, anything you'd like to butter us up at all?

PETERSON: Not really. Thank you. I mean, I appreciate the Commission's support. It's been quite—the last four weeks, let me tell you, with the conference going on, the Commission meeting, but the staff are just—I can't thank the staff enough for stepping up and helping me and that includes Peter Barton, Tony Manfredi, Sherry Rupert, and everybody has just pulled together from the Department's standpoint to help. So, I'm thrilled. Thank you.

HUTCHISON: Well, once again, welcome, and thank you so much for taking over the helm for us. That's the end of my Chairman Report. That will take us then to G-2 of our Agenda Item G, and Mr. Peterson, turn that over to you for introductions and direction on the administrative agency reports.

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson. Well, welcome to all of you to 2017 Governor's Global Tourism Summit at the Flamingo Las Vegas. I think we have a wonderful conference ahead of us for the next two days. I want to personally to extend just a huge thanks to Tiffany East and her staff, Linda and Ty Frederick, for their wonderful work in pulling this conference together in conjunction with the Flamingo staff. It's really a remarkable team effort. In addition, I want to thank Dee Dykes. I want to thank Ron Webster to my right and Zac White along with the entire TravelNevada staff for stepping up as well to get us to this point where we have, I think, a fantastic two-day conference.

The agenda, along with several really neat interactive features, is on an app, and you can download this app. It's called the Crowd Compass Attendee Hub on your iPhone or your Android phone. Any of our TravelNevada staff can help you download the app. Once you get the app, you simply search for the Governor's Global Tourism Summit 2017, click on it. Oh look Commissioner Krolicki already has it. I posted a picture yesterday. It's just a fantastic interactive, cool feature. You get points as you do things throughout the conference. We're going to have prizes for the top points-getter. A very exciting, cool app for the conference this year, again, using technology.

HUTCHISON: Commissioner Krolicki, did you do that on your own or did you just listen to your children's input on it? [Laughter]

KROLICKI: Ty Frederick did it for me last night. [laughter]

PETERSON: Included in your packet after the purple page is the conference agenda. The conference kicks off this afternoon with the Lieutenant Governor, Commissioner Ralenkotter. We'll also have someone from Nevada Hotel Lodging Association provide opening remarks, and that will be followed by Sherri Pucci who's the

General Manager at the Flamingo, doing a welcome for us. This afternoon, we'll hear from Mr. Roger Dow and Mr. Daniel Levine, and this evening's dinner will feature Lisa Motley from the LVCVA who's going to talk about everything sports, so I'm excited about that. We're going to end the evening at The Wheelhouse with everyone getting to ride the High Roller, and you know it's going to be cold out tonight and windy, so I have made sure that everybody will have hot chocolate flowing out back, and we'll take our glasses with us and make the long walk to the promenade.

Tomorrow morning, we're going to start off bright and early with Helen Marano at 8:00. I think this may be the earliest presentation that Helen has ever given in the morning, so we're going to bear with her, okay? That will be followed by Patrick Swen from Lassen Tours. We will then hear from Bruce Bommarito and Wei Jiang followed by six breakout sessions. I think we have a great lunch program tomorrow for everybody and award-winning author Amy Jo Martin presenting to us. After lunch, we are very fortunate to have Governor Brian Sandoval address the industry, and that will be followed by Division of Tourism's program update. Concluding the conference, we have the sales marketplace as well as a fantastic panel on reaching global audiences through digital content platforms. That's a brief overview of the conference. Download the app, and enjoy for the next two days.

HUTCHISON: All right, thank you. Any questions on this Agenda Item or anything about the Tourism Summit? All right, Mr. Peterson, please continue.

PETERSON: Okay, thank you. For the record, David Peterson. If we can move on to G-2.3.1, this is the new creative spot. We ran into a slight delay on the Waddie Mitchell spot from a technical perspective. We needed a spot to run during the next three months for the winter. I'm going to have our Chief Marketing Officer, Brenda Nebesky, walk you through the spot and seek your approval to run this through the winter. I did want to let you know that Brenda and I reached out to the marketing sub-committee members to solicit their feedback on the spot south. Jennifer Cunningham found the spot to be very compelling. I'll let Commissioner Newman speak for himself, of course, but I also wanted to pass along some comments from Mr. John Wagnon as well if I may at his request. So, I'll quote John here. He said, and I quote, "I will say I really like the skiing app. It definitely positions Nevada as the kind of place where special things happen, things that you would never expect. Skiing is a part of what makes Nevada one of the most unique destinations on the planet, and heli-skiing in Nevada is a rare experience. This spot is very authentic and would pass the mustard with any hardcore skier, great job. I can't wait to see this campaign on

the air." So, with that, I'd like to bring Brenda up. We'll show you all the spots. Okay, thank you.

NEBESKY: For the record, Brenda Nebesky, Chief Marketing Officer. Good afternoon. In November, we made the transition to a true always on media strategy, and as part of that, we needed to replace the "Wild Nights" commercial that we've been running. As Director Peterson mentioned, in September, you approved a broadcast concept that we were in production with and just ran into some technical delays. We needed to get it right and just needed more time, and unfortunately, we needed to fill the broadcast schedule that we had at our market, and fortunately, we have this great backup plan, which was earlier in the year, we had captured some video in the Ruby Mountains and actually based on a concept that Fahlgren Mortine had originally presented as one of the broadcast ideas. We thought it would be a great replacement. It's really strong. It definitely captures the DFMI spirit, and as Dave mentioned as well, we reached out to the marketing commissioners, and I'm going to show it to all of you right now. [Video plays]

NEBESKI: We think this is a beautiful piece of visual storytelling, and with your support, we'd like to run this seasonal ad through February and then bring the completed Waddie Mitchell concept to the marketing committee in February for review.

HUTCHISON: Okay, thank you very much. Comments, they're looking for feedback here in terms of approval of this ad through February. Commissioner Newman, I know that you were in the middle of this. Do you want to start us off?

NEWMAN: Don Newman for the record. My initial concern was that heli-skiing is not an everyday, every man adventure; however, as I watch this and was kind of caught off-guard, because I actually saw it on the air in Boise, and I've seen it in Elko via Salt Lake television. Seeing it when you're not expecting it really jumped right off the screen. It's has a great impact. Certainly, the two things that jump out for me are the elevation in the upper left corner and then the heartbeat. That's the experience, and then when she's on the edge of the cliff, it just—it's very exciting and has a big impact. After I saw it a couple of times, I think it's a great spot, and I think as a, you know, pinch hitter, we couldn't have done better. I think it's really good. As we go forward and ultimately see what we're really working on, the bar has been raised. I think things have been set in place, and this—I felt it was a very good spot.

HUTCHISON: Other comments, questions, observations?

PETERSON: Lieutenant Governor, can I add a couple things

HUTCHISON: Mr. Peterson, please.

PETERSON: For the record, David Peterson. We are fully going to test not only the completed Waddie spot, but we're also going to test the Aurel Baker spot as well just as concept of visual storytelling. We will bring those results forward to the February marketing subcommittee meeting and then, of course, the full Commission in March as well. We plan on testing everything to come back to you with some concrete results about, you know, what works, doesn't work, if we need to tweak anything down the road, but I think this visual storytelling concept and using these authentic characters may be something that we can expand upon. And with Aurel Baker, her dad I think was the first person to heli-ski in the Rubies, so it's just this great backstory as well that accompanies that video that we can draw out from a content perspective on our website, and so I just think a unique opportunity here for us. Thank you.

HUTCHISON: Thank you.

STOLDAL: Just a comment. Always wanted to be an editor. It's powerful. It's a powerful spot, but I'm wondering at the end. It sells our brand, whether or not we could shorten the video and have just the audio of her going down the slope that we can go over, but with our brand popping up, the brand as the very last thing we see with the sound of her going down, but it's a great spot. I think it just sells our brand of a very special state, so nice job.

NEBESKY: We do have 30 and 15-second versions of the video.

STOLDAL: Okay.

HUTCHISON: All right, any other comments, questions, observations? How long do you want this approval to be for, through February? Is that what you're asking for?

NEBESKY: Yes.

HUTCHISON: Okay. The Chair will accept a motion, then, for approval of the new creative video spot through February of 2018 as presented in this meeting.

DELONE: So moved.

HUTCHISON: Commissioner DeLone has moved for approval. Is there a second?

KROLICKI: Second.

HUTCHISON: Second by Commissioner Krolicki. Any questions or discussions, comments on the motion? Hearing none, those in favor signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed, nay. Motion carries unanimously. Thank you very much. Creative ad spot is approved. All right, Mr. Peterson.

PETERSON: Thank you, Lieutenant Governor. I got very excited about the thought of hot chocolate tonight and the ski spot, so I got ahead of ourselves here one Agenda Item. So, if we can drop back to G-2.2, which is the Grant Process Review Update. I'd like to give you all just a brief update. The scope of work is included in your packets. It's actually after the agenda for the Global Tourism Summit. This was put together with the great help of Kari Frilot as well as Tony Manfredi, Executive Director at the Nevada Arts Council and his staff. I also had the opportunity to meet with Connie Lucido who's the Administrator of the Office of Grants Procurement, Coordination, and Management for the state of Nevada. With that, what you see in front of you is the collective input from everyone in your packet. The next step will be to send this scope of work out to all the preapproved vendors who are on the master services agreement list with the state of Nevada, and we will select one of those vendors to begin this review process. I'll entertain any questions if you have any on the scope of work, but I just wanted to apprise you of where we're at in this process right now. We'll start, hopefully, in December.

HUTCHISON: Thank you, Mr. Peterson. Any questions on this update concerning the grants process review? Mr. Peterson, please proceed.

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson. The next two items, G-2.3.2 and G-2.3.3, these are updates on the 360 virtual reality tour as well as an update on the Arts and Culture Guide and Program. Brenda is going to come back up and take us through both of them, but I just wanted to give you a heads-up on what happened in September. I'm not going to steal Brenda's thunder, but we did our virtual reality tour in California. She is going to talk through that, and then on the arts and culture update, Brenda and the team has done, I think, just a great job of reaching out to Tony Manfredi and staff at the Arts Council as well as Peter Barton and his team and Sherry Rupert and her team as well to get the content from all of them to create this wonderful arts culture heritage program and guide. We will put it together, of course, but they're the experts in their fields, and we've been soliciting that content. Brenda has had several meetings. We've had them on the calls with Meredith

Publishing as well, and it's truly a DTCA effort going on here with the Arts and Culture Guide and the marketing program. So, with that, I'm going to ask Brenda to come up and provide you with a couple of updates and a really cool video on the 360 results. Thank you very much.

NEBESKI: For the record, Brenda Nebeski. As you know, we created an immersive 360 video that was a wild ride through Nevada, and we took it on a tour of San Francisco, Los Angeles, and San Diego. The intent was to create a non-traditional element in the summer media mix, something that would break wrong perceptions of the state by bringing Nevada to the people, and Fahlgren Mortine put together this wonderful video that kind of summarizes the positive results and reactions of the tour. And I thought it was better than a boring spreadsheet. [video plays]

HUTCHISON: That was better than a spreadsheet. [laughter]

NEBESKI: The 360 video and headsets are available in the vendor area if you want to give it a try.

NEBESKY: I'm going to give you just a quick update on the Arts and Culture Guide. As Director Peterson mentioned, we're excited to be working with Meredith Publishing on the premier issue of a guide that will explore the cultural and heritage opportunities throughout the state. Marketing has met with Tony Manfredi and Sherry Rupert and Peter Barton, who have directed the focus of the content choices. There's an overview of the editorial outline in your packets, and it's essentially built around promoted established road trips and features the rich Nevada culture that can be experienced along the way. At this stage, Meredith is scheduling the writers and photographers to come out and keep the project on track to print and distribute by May of 2018 at the latest. We should have an update for you at the next Commission meeting, and, you know, more to tell you about the content and what the spreads and issue is actually looking like.

HUTCHISON: All right, any questions, comments, for Ms. Nebesky on either the virtual reality tour or the cultural guide program? Any questions?

SANTOS: Herb Santos for the record. I followed it along on Facebook. I was just a little sad that I didn't get to check it out, so I'm glad that you have it here. I know that there's some apps that you can get where you can get, which utilizes those little cardboard things where they stick their iPhones in it and they can do the same thing. Is that available for the public to watch this through?

NEBESKY: I do plan to brand some of the cardboard viewers, TravelNevada cardboard viewers, but we do have the 360 video available on YouTube, and you can look at it on your phone in 360.

SANTOS: Oh, so, you already have that.

NEBESKY: Yes, I do. We'll send you the link so you can play with it. It's great. [laughter]

HUTCHISON: Any other questions, Commissioners? How do we feel that we did overall with that virtual tour? I saw the response that we got, 2,400 people, I think, actually experienced it, 72,000—what's that measured against? How well do we think we did going in with our expectations?

NEBESKY: To be honest, I think some of the pedestrian locations were better than others. I think some of the audiences were a little afraid of the technology, but overall, I think it's an asset that we can use for years to come, and we'd like to take it to college campuses and other neighboring states. Overall, I think people were really affected by it and made an immediate decision to visit Nevada.

HUTCHISON: Thank you.

STOLDAL: Are you saying this is available with Google Glass?

NEBESKY: No.

STOLDAL: Oh, it's not.

NEBESKY: No, it's an Oculus headset and a Samsung phone that's currently running the 360 experience.

STOLDAL: Okay, thank you.

HUTCHISON: All right, any other questions, comments? Mr. Peterson, please. Thank you, Ms. Nebesky, for your presentation. Mr. Peterson.

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson. G-2.3, Quarterly Staff Update. In the interest of time, because I really do want the Commission to hear from Peter, Tony, and Janet, what I'd like to just bring to your attention is I am working with the staff on a new format for the report itself. I's like it to be a little bit cleaner and have it specific to where we have different initiatives that have KPIs, to have the goals for that particular quarter relative to the actual quarterly basis moving forward. With your permission, I

would entertain questions that anybody has about the quarterly report for July, August, September, but I'm not going to go through it just in the spirit of time.

HUTCHISON: Thank you, Mr. Peterson. Any questions, Members of the Commission? Okay, Mr. Peterson, please proceed.

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson. Item G-3, Division of Museums and History, Boulder City Railroad Museum update, I'm super excited. Peter Barton, Administrator, Division of Museums and History, is here. He is going to provide us with an update of what I think is just going to be an incredible opportunity at the Boulder City Railroad Museum. I promised Peter that I wouldn't take up too much of his time, because it's his field, but I just think this is an amazing project that can be expanded and move forward, and it's art; it's cultural, heritage, history, a visitor experience, a recreational experience. With that, I'm going to turn it over to Peter. Thank you.

HUTCHISON: All right, well, Mr. Barton, go right ahead. We are full of expectations now and looking for this tremendous presentation.

BARTON: Good afternoon. For the record, Peter Barton, Administrator of the Division of Museums and History, and good afternoon, and indeed thank you for the opportunity to spend just a few minutes describing a project of growing significance for the Division of Museums and for tourism in Nevada. And at the very calculated risk of you thinking Barton has lost his mind, I'm going to ask you before we begin, I'm going to really challenge you to think about what role memory plays in our lives. Think about memory. Museums have a strong part in the formation and the stimulation of memory. At our foundation, museums are memory-keepers and memory-incubators, and we'll circle back and talk about memory at the close of this presentation. We're going to talk about the Nevada State Railroad Museum in Boulder City, you know, and most heritage rail experiences are just that. They're a train ride to somewhere. Well, we're about to embark upon more than just a train ride by taking historical, educational, cultural, and recreational opportunities and blending them together, but having it centered around the train and the communities it served historically and it will do here in the future. And it begins with a bridge, a simple bridge you might think. That's the new railroad bridge that will carry the railroad over the new Interstate 11, which is down below the bridge, and the vantage of this photo was taken from the Henderson side of the bridge looking down toward Railroad Pass and Boulder City. The railroad line from Las Vegas was severed about 1985 when the existing freeway was constructed and NDOT paved over the rail line, thus creating an insulated railroad in Boulder City where

we have operated trains over the four-and-a-half miles of the Boulder City branch of the former Union Pacific Railroad.

We opened this experience in 2001. We operated a few weekends that first year and carried about 1,600 passengers from Boulder City to Railroad Pass and back, but within the span of ten years, by 2011, special events like A Day Out With Thomas and the popular Santa Train has driven museum ridership up over 40,000 persons annually. And when we built the facilities in Boulder City back in 2000, we couldn't have envisioned the extreme success that we're enjoying, and we build very small facilities, so we far exceeded those right now. In 2016, led by the efforts of former director Claudia Vecchio, the Division of Tourism provided $469,000, we raised an additional $23,000 to begin a master site plan for our 180-acre site in Boulder City and do a full design for a new visitor's center and museum experience. We engaged Lucchesi Galati Architects of Las Vegas, in bringing this vision forward. And of course, central to the project, as we showed in the earlier slide, is the bridge over I-11 which connects us to Henderson and beyond.

Boulder City, through its Chamber of Commerce and its economic vitality commission and Larry Bender from the Commission here with me today, we have solid partners in the effort. We've met with the Mayor and Council and the City of Henderson as well as some of their public works folks to work on plans to expand the train experience into Henderson as early as next year. The design for phase one of the new visitor's center museum is about to be completed in the first quarter of next year, and concurrently, and very importantly, because we're going to talk again about memory, we're designing a trail extension from the very popular River Mountain Loop Trail which would include new trail heads and scenic overlooks that will run in parallel and in tandem with the new visitor facilities.

We open a whole new series of experiential, recreational opportunities for the public for the two-plus million resident market and the 40-plus million transient market to southern Nevada. Efforts to secure capital construction funding are underway, and we're looking at a variety of public-private sources and innovative partnerships and funding options. And just very quickly, this is kind of an overview map with—to the right is historic Boulder City, and to the left, if you follow the white line, that's the new Interstate 11, and down on the left side there at Railroad Pass, you'll see actually two new bridges. One is the railroad bridge, and one is a pedestrian and bikeway bridge that will run alongside the new rail bridge, and the efforts of Boulder City are really being spurred by the fact that as the traffic moves to I-11, NDOT, and not the Division of Tourism, this being the other NDOT, estimates that traffic counts will drop 40%, and just in

my experience, when the Carson City Expressway opened a few months ago, we've seen a decline in traffic of more than 40% in the historic downtown area. We wanted to find some way to partner with Boulder City to build on our success and to help the economic vitality of Boulder City. Here again, the two bridges over Interstate 11, which are key and central to the project, and this is a site plan, an overview, and you may have to look at this in your hard copy to really be able to see it to appreciate it. But the existing railroad facilities at the museum are down on the far left side of that kind of orange shaded area. Those are the existing facilities. We're looking to shift the focus to the far right side or the far east end of our property, and that whole shaded area is property that is owned or otherwise controlled by the State of Nevada, some of it in partnership with Boulder City. We're looking at Phase One is the new visitors center and museum, about 10,000 square feet that goes to the very far right side there down by Nevada Highway in Buchanan. This is kind of a Phase Two look at the park that we would create in conjunction with this, and the new bike trail would come through this property and really make kind of a circuitous route through it. And then the final phase would look to build other display halls, a roundhouse plaza, all things that emulate the historic appearance of the railroad yard in some of the facilities that were there.

Again, this also partners with a trail project that's being developed to build off the existing trails, and if you look kind of in the center there under A-1, this is where we would divert roughly where the Veterans Home is. We'd come off the existing trail, head a little bit to the south and west and kind of parallel the railroad then going into the new railroad museum facilities. And here again, we want to keep the railroad theme where there's a need for a bridge over a wash, so we've secured an old 50-foot-long flatcar and we're going to repurpose that or we plan to repurpose that to actually be the bridge over that particular wash.

As I said earlier, you know, what role does memory play in our lives? You know, museums, we use objects, artifacts to stimulate memory, but each of us come with our own personal memories. So, imagine, if you will, getting up on a Saturday morning in Henderson with your family, and you say, what a great day to go for a bike ride. Get your bicycles out, and you hop on the Union Pacific Trail, which its known as on the Henderson side of the bikeway, cross over Interstate 11, go on the River Mountain Loop Trail, visit some of the scenic overlooks, take advantage of some of the interpretive panels that would be there, come down to the Veterans Home, divert down into the railway bike path, go over to the museum, go on down to Boulder City, perhaps have lunch, do a little shopping, come back, buy a ticket on the train, go to the Railroad Museum. We'll put your bicycle on a baggage car. We'll take you back to

Henderson, and you go home. We create new memories as well as stimulate those that already exist.

This is a group of children who have visual handicaps who we brought to the museum last summer. This was so successful, that the Union Pacific Railroad actually wrote it up on their podcast and took it national, and we hope to do more things like this to create memories for each and every person who comes to visit the museum. Thank you. With that, I'll take any questions you may have.

HUTCHISON: Mr. Barton, thank you very much for your presentation. Members, any questions or comments for Mr. Barton on this? Commissioner Krolicki, are you eyeing me down there? Is that what you want to do?

DELONE: Just, Commissioner, go off the record. Could you give us an idea of what the proposed budget is for the build-out of the museum and the rail ride and how that money will be acquired?

BARTON: Commissioner, that was the question I was hoping to hear someone ask, because that's the obvious question; what will it cost. We're in the early stages of doing some of the cost estimating, but we believe the trails' portion of it is between $6 to $9 million. The museum full build-out, Phase One is about $12 million. Add Phase Two to it, we're at about $20 million. It's an entire project that probably will come in, in the area of $30 million. We hope to go to the legislative session with a capital improvement project for Phase One in the next session. We're also exploring some of the new project deliveries methods that are being used by the State, public-private partnerships, lease-to-purchase kind of things. We have a revenue stream here which we believe is sufficiently vibrant to cover the cost of debt service.

DELONE: One follow-up question. There is a railroad museum in Carson City. Is there a relationship between the two, and if not, what led you to start a second railroad museum in the state?

BARTON: Well, another great question. Division of Museums and History, which are the state museums, there are seven. Three of them are railroad museums. So, the Carson City Railroad Museum was founded in 1980 using a collection first from the Nevada state parks and then some equipment that was reacquired from Paramount Studios, the former Virginia and Truckee Railroad equipment collection. That was the first railroad museum. We established the second one in 1985, which is the one in Boulder City, which is a much different experience that was really centered on a train ride more than a traditional museum

experience, and then in 1991, we brought the museum online in East Ely. Railroads, you may not think of it today, but railroads played a critical role in the settlement and the development of what was a hostile environment in Nevada 150 years ago.

CASHELL: How is the museum in Ely doing?

BARTON: The museum in Ely, you know, it has a few more challenges than some of the others just by location, but, you know, all boats rise in the rising tide, and it's been some good times for everyone, I think, in the travel and tourism industry in Nevada.

CASHELL: They haven't scrapped it, so they're still working on it.

BARTON: They have not scrapped it.

STOLDAL: Mr. Chairman, for the record?

HUTCHISON: Please.

STOLDAL: A couple of questions, I'll just ask them all at once. Opening the bridge to Henderson, does that, in essence, mean the line is now going to be open all the way to the main line in Las Vegas? And secondly, I know this Commission is encouraging Nevadans to visit Nevada, but out of that 40,000 visitors, do we have any sense of out-of-state or out-of-country, any demographics in that area? Thank you.

BARTON: I'll take the second part of that first. The latest data that we've got, and this is not scientific in the way that my esteemed colleague, Mr. Peterson, would conduct research, but just asking for zip code data when people buy a ticket. In Boulder City, there's about 70% of the traffic that's out of market. That's out of a hundred-mile radius within the area of Las Vegas, and I'm sorry, what was the first part of that question?

STOLDAL: Does that create an open line to Las Vegas, is that an active to the main line?

BARTON: The bridge does connect the rail back to the general operating system of railroads. It would be connected back to Las Vegas. The City of Henderson owns the track from roughly where the Fiesta is, down through Henderson to that bridge, and they have what they call a directed service agreement with the Union Pacific to provide freight service on that line. The ability to operate to Henderson will require an agreement with Union Pacific and with the Federal

Railroad Administration. We believe those are not obstacles that we cannot relatively easily overcome. Getting beyond the Fiesta toward Las Vegas over a track that is owned and operated by the Union Pacific will be indeed a challenge.

STOLDAL: Okay, thank you.

HUTCHISON: Don't want to be too critical, but did you just say that pursuing an agreement with a federal government agency would be something that would be not too difficult to accomplish? [laughter]

BARTON: Fortunately, we have a great relationship and a long—I hate to use the word track record, but a very successful track record with the FRA.

HUTCHISON: Mr. Barton, thank you for your presentation. I've been to all three of these museums, just absolute treasures for Nevada. The big thing about the Boulder City Museum that is missing is the visitors' center like in Carson City, the great visitors center there. Ely has got a great visitors' center, and Boulder City just doesn't have a visitors' center. That's what you're looking to upgrade and add to the museum system here in Nevada.

BARTON: That's correct.

HUTCHISON: Thank you. Anybody else? Mr. Barton, thank you very much. All right. Mr. Peterson, back to you.

PETERSON: For the record, David Peterson. G-4, Nevada Arts Council Update, it's my pleasure to introduce the new Executive Director, Tony Manfredi. He is a Nevada native and a veteran executive in public broadcasting. He assumed the new role with the Arts Council on September 11th. Tony spent 11 years with KNPB Channel 5, Northern Nevada's PBS member station, most recently serving as Senior Vice President of content and marketing. With that, I'm going to have Tony do an update. I'll leave it up to you, Lieutenant Governor. Tony has a wonderful video, but it's about four minutes long. If you would like to see that, we could definitely run it.

HUTCHISON: How are we doing on time?

PETERSON: We're three minutes over.

HUTCHISON: So, what do you think about a four-minute video?

PETERSON: I think we don't do it. [laughter] But I'm not you.

HUTCHISON: Just a series of questions.

PETERSON: Yeah.

HUTCHISON: Yeah. No, okay. Mr. Manfredi, please come on up, and welcome. We're very excited to hear from you and greatly appreciative of you taking on the new position.

MANFREDI: For the record, Tony Manfredi, new Executive Director of the Nevada Arts Council. Good afternoon. As David mentioned, I'm a second generation Nevadan from my mom's side, a third from my dad's side, so very Nevada proud and extremely happy to be here. It's an absolute pleasure to be here in front of you in what is my 13th week on the job in this new role, so again, appreciate the opportunity to speak and introduce you to what you may already realize, but a little bit about the Nevada Arts Council. Nevada Arts Council is a state arts agency. It was created in 1967. We're celebrating our 50th anniversary as part of the state. The Nevada Arts Council is charged with expanding access and public participation to the arts and culture throughout the state. We provide residents a rich quality of life. We contribute to the diversity of Nevada's economy and workforce. We improve education through the use of arts and culture in the classroom, and of course, we are a tourism draw. We support, fund, present arts and cultural events, productions, festivals, ethnic and community celebrations, arts education opportunities in schools, arts residencies, healing arts programs, writing workshops, dance classrooms, and much more.

Five program areas quickly to go through that we have, Artist Services, they are the concerns of the individual artists throughout the state. We provide grants, program support, work of artists, professional development. In our Arts and Learning program, we ensure that arts and cultural are part of the lifelong learning process, and this is absolutely critical for 21st century learners. We're excited that the Nevada Department of Education has incorporated the new arts and culture standards in the curriculum, which is fantastic, and the Nevada Arts Council was a part of that discussion. Our community Arts Development program engages communications, network training, and funding to help cities and towns across Nevada develop local programs and strategies to increase participation. Our Folk Life program works with a range of artists in communities, ethnic, tribal, regional, age, occupational, gender, religious, and family. It documents Nevada's diverse cultural heritage to share with the public throughout publications, exhibitions, performances, workshops, and the Nevada

folk life archives. And finally, our Grants Program manages the grant applications, award process, and online submission and review for the agency, and it offers training and technical assistance to strengthen the administrative and grantsmanship capabilities for Nevada's arts industries. We give out nearly $1 million in grant funding every year.

Again, to echo some of what Commissioner Arger had mentioned with Page 2 in the Strategic Plan, we're very happy to be a part of the strategy and the plan, and one of the things I wanted to cite with you and share was some stats on a most recent study conducted by the American Arts for Education. It's known as the Arts and Economic Prosperity V Study. It's the most comprehensive economic study of the non-profit arts and culture industry ever conducted in the United States, and the date of it we have is for fiscal year 2015. The state of Nevada joined American for the Arts as an official study partner. What sets this study apart from others is it not only focus on localized research of arts organizations, but it also incorporates the event-related spending for the audiences beyond any ticket price. When patrons attend an arts event, they may pay for parking, eat dinner at a restaurant, enjoy dessert after the show, and return home to pay the babysitter. From a tourism component, when a community offers arts and culture events, it attracts cultural tourists and harnesses significant economic awards.

A few numbers to close on here, the arts in Nevada, based on this study, actually contributed $471.70 million in economic activity, supports 10,494 full-time jobs, contributes to household income for local residents to the tune of $250.7 million, and it generates local and state government revenue of $36.8 million. It drives tourism. 54.2% of non-local event attendees said the primary purpose to visit the state was specifically to attend this arts/cultural event, and 47.6 of the non-resident attendees said they would have traveled to a different community to attend a similar cultural event. From the local side, that number is 41.8, so not only from the tourism side, but the local side as well. And finally, audience spending, $79, non-local average attendees spending per person above and beyond the ticket price. So, again, the arts certainly had a crucial component. Arts and culture certainly have a crucial component to business, and again, just so much opportunity. I'm very excited to be in this position, this role. I'm looking forward to getting out and visiting all over the state and finding ways that we connect, been having some great conversations with the Department of Tourism and how we can align, making sure that arts and cultural are really a part of the tourism side and what we can do to bring in people. It's my pleasure to be here. I'll certainly entertain any questions.

HUTCHISON: Thank you, Mr. Manfredi, for your presentation, and again, for coming on board and heading up our efforts here. Any questions on the Arts Council? All right. Mr. Manfredi, thank you very much.

MANFREDI: Thank you.

HUTCHISON: All right, Mr. Peterson, back to you.

PETERSON: Thank you. For the record, David Peterson. I'll do the G-5 update quickly, although Janet's here. We just wanted to give you an update. Janet and the team now have an *Events and Shows* south, which is up on your packets for each of you. It's another revenue opportunity for them. We've got two *Events and Shows*. In the past, we had one that was distributed throughout the state, primarily to major airports, but now we have one specific to Southern Nevada that's—and that's my brief update on G-5.

HUTCHISON: All right. Anything else on Agenda Item G?

PETERSON: No, sir.

HUTCHISON: All right. Why don't we close out unless, Commissioner, you've got any questions on Agenda Item G. We'll go ahead and close out Agenda Item G and move on to Agenda Item H, Upcoming Meetings. Mr. Peterson.

PETERSON: Thank you. For the record, David Peterson. The last sheet of your packet is the proposed schedule for the full four quarterly Commission meetings, March 14, June 20, September 19, and December 12, as well as the months right now for the marketing subcommittee meetings being in February and August for your consideration.

HUTCHISON: You want just feedback on this? There's no motion on this at all, right?

PETERSON: Yeah, just feedback.

HUTCHISON: Any feedback on this, Commissioners, as far as proposals for the meeting schedule as set forth in our packet? All right, sounds like everybody is good with it, Mr. Peterson. Anything else about Agenda Item H?

PETERSON: No, sir.

HUTCHISON: All right, that closes out Agenda Item H.

Commissioner Comments

HUTCHISON: That takes us to Agenda Item I, Commissioner Comments. This is the time, Commissioners, for any members of the Commission to make any comments they'd like to make at our meeting. All right, I'm hearing none. Close out Agenda Item I.

Public Comment

HUTCHISON: Let's move on to Agenda Item J, Public Comment. Are there any members of the public here who would like to address the Members of the Commission? Not seeing any in Las Vegas. Is there anyone in Carson City who would like to address Members of the Commission? I'm not hearing any in Carson City. Close out Agenda Item J.

Adjournment

HUTCHISON: Agenda Item K, Adjournment. Is there a motion to adjourn?

DELONE: So moved.

HUTCHISON: Motion to adjourn. Do I have a second?

SANTOS: Second.

HUTCHISON: Second. Any comments, questions on the motion? Those in favor signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed, nay. Motion carries. We are adjourned. Thank you very much for being here.

The meeting adjourned at 1:42 p.m.

Respectfully submitted,
Dee Chekowitz-Dykes, Executive Assistant
Department of Tourism and Cultural Affairs
Nevada Commission on Tourism

PROJECTS RELATED TO TOURISM

GRANTS

See enclosed spreadsheet for detail of grant requests.

Review and Approval of grant applications for projects related to tourism. Total available funding for FY18 was $200,000. $477,538 was requested, $200,000 was awarded. 35 Applications were received, 25 awarded funding and 10 were denied.

The 2001 Nevada Legislature through Senate Bill 583 amended NRS Chapter 231 to establish the "Projects Relating to Tourism" (PRT) grant program. The program is designed to develop publicly owned property, facilities and infrastructure within Nevada to support and attract visitors to this state. The program is administered by the Nevada Division of Tourism. Recommendations for grant funding are made by the PRT Review Committee which consists of the Rural Programs Manager from the Division of Tourism, plus three members from the territories. Recommendations are presented to the Nevada Commission of Tourism for final approval. (Grant guidelines are available at TravelNevada.biz)

Proposed motion: *The Nevada Commission on Tourism approves the expenditure of $200,000 for the FY18 Projects Related to Tourism Grants to the recipients as outlined in the staff recommendation (or as revised per Commission discussion).*

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NEVADA

TravelNevada.com

Marketing

Visual Storytelling Concept
Arts & Culture Guide

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TravelNevada.com

"NOISE": 30 _ Storyboard _ TravelNevada

fahlgren mortine

OVERVIEW: *Life can get real busy, real fast. And we all need places where we can retreat to disconnect, quiet our minds, and turn up the volume on what Mother Nature is blasting out. Spring Mountain Ranch State Park is just the place to do that. And best of all, it's only 25 miles from Vegas.*

CONCEPT: *A day inside David's head leading up to his DFMI moment.*

/GRADUALLY INTENSIFYING AUDIO \

SFX: City noise, inner thoughts, horns, news broadcasts, commercials.

Sun rising over the mountain face.

David enters the park to welcome visitors.

A millennial couple stands is wandering around trying to use their phone as a guide.

David points them in the right direction.

Switch to David POV with mix of overhead shots

POV

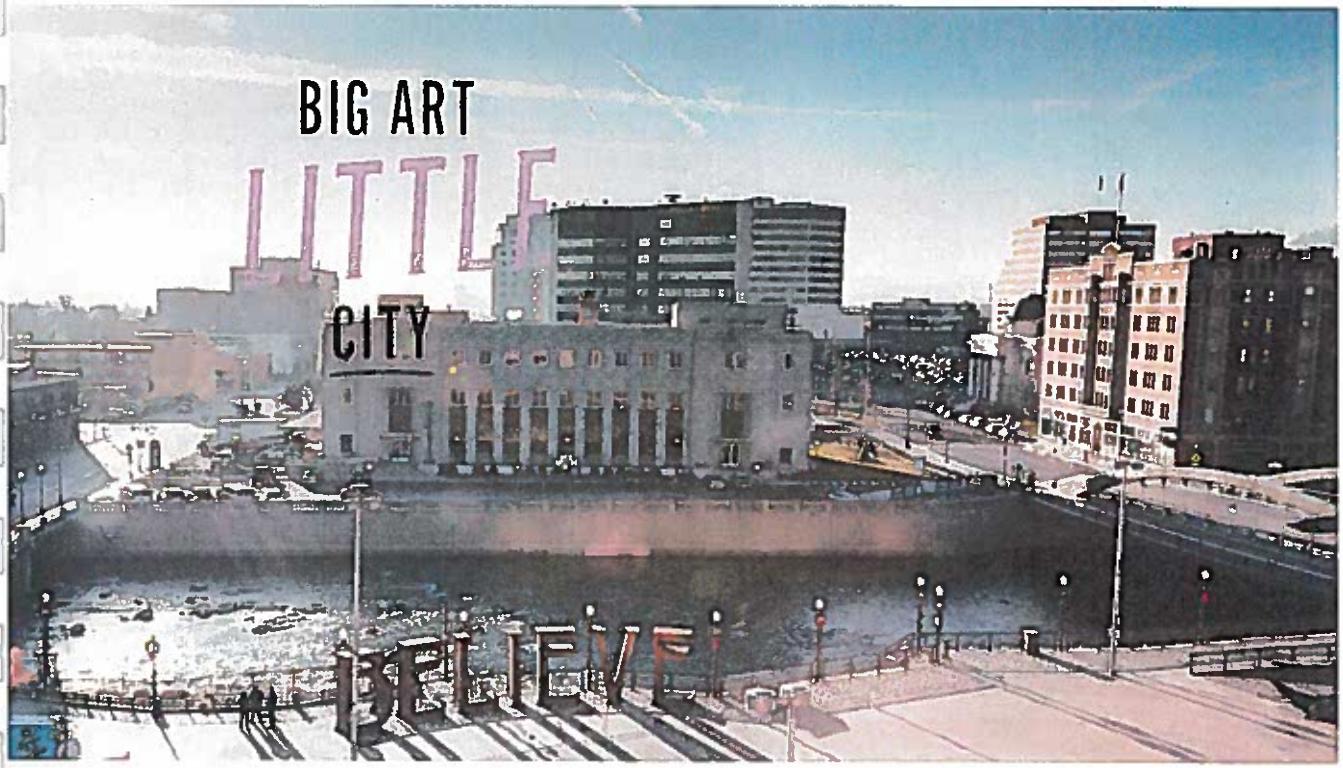
POV shots of David making his way across the ranch and up into the mountains, helping people as he moves along.

David arrives at the perfect sunset for a grandiose DFMI moment. The chaotic audio drops out, and is replaced with the sounds of nature. David removes his hat and walks off. The only sound is that of his footsteps.

SUPER:
SOMETIMES WHAT MAKES A PLACE WORTH VISITING IS WHAT IT DOESN'T HAVE.

SUPER:
NEVADA | DFMI

ARTS & CULTURE GUIDE

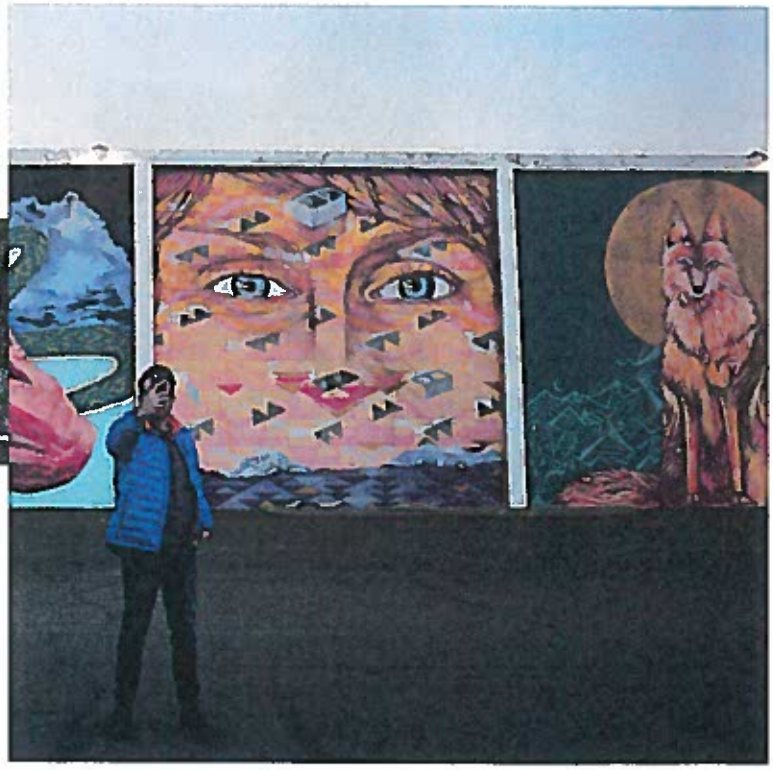


IN RENO, THE STATE'S THIRD-LARGEST CITY, PENT-UP ARTISTIC ENERGY HAS EXPLODED OFF THE CASINO STAGES AND SPREAD INTO THE STREETS, PARKS, RIVERFRONT AND DESERT

RENO

ART AT EVERY TURN

ALONG THE TRUCKEE RIVER, VISITORS THRIVE ON A MIX OF PUBLIC ART, MUSEUMS, THEATERS AND CONSTANT TRIBUTES TO THE WORLD'S QUIRKIEST EVENT



A walk in any direction around downtown Reno (which bills itself with the slogan "Big Art, Little City") leads to public art. Buildings old and new wear colorful murals, baskets serenade passersby with guitars or accordions, artists sell their creations on the sidewalk, and streets display sculptures from the Burning Man event held about 100 miles away.

Once defined by its casinos (and quickie divorces), Reno has grown into a cultural oasis. Along with extensive public art, it offers the state's only accredited art museum, a strong performing arts scene, a funky industrial arts district and creative makerspaces.

The casinos actually laid the foundation for Reno's artistic rise in the late 1920s, luring musicians, dancers and other performing artists from all over the world with jobs in elaborate cabaret shows. Today, Burning Man has a similar global reach, attracting 70,000 people each summer to an ad hoc metropolis

ABOVE: Playa Art Park's custom bike rack fronts Joe C. Rock's Daydream mural. A glazed porcelain mosaic covers the Section sculpture in Sacramento Park. OPPOSITE: Murals, including this portrait by Erik Burke, fill a wall of Nevada Fine Arts (an art supply store)

above Seventy-foot-long *BELIEVE* serves as downtown's artistic centerpiece. **opposite** *Space Whale* is wrapped in 1,500 stained-glass panels. The larger sculpture stretches 50 feet high.

filled with quirky art in the Black Rock Desert. Reno's ongoing cultural rebirth draws artists like Lisa Kurt, an illustrator who moved here from Boston about a decade ago. "When I first arrived in Reno, I noticed right away that it seemed possible to live here and be a working artist," Lisa says. "The enthusiasm and energy seem to be infectious within the arts. Reno art people really support each other."

PUBLIC ART

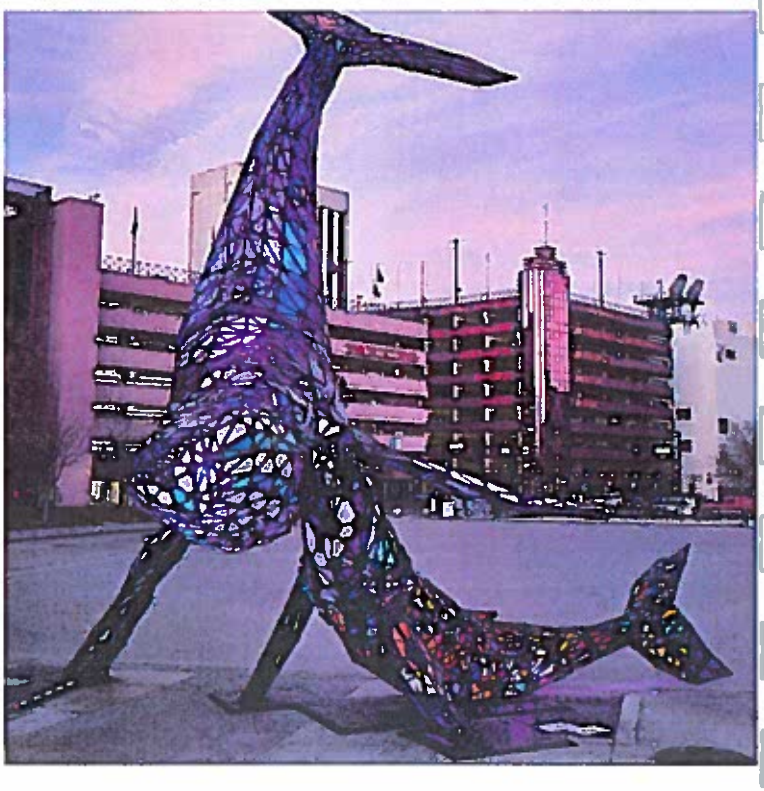
A stroll through downtown Reno reveals a city transforming its urban landscape into an outdoor art gallery. The city manages a diverse collection of more than 200 permanent and temporary works of art visible all over town.

Downtown's Reno City Plaza displays Jeff Schonberg and Laura Kumpton's *BELIEVE* sculpture, featured at Burning Man in 2013. Look for the whimsical, mural-ed electrical boxes created by Mike Lucido. They provide a perfect backdrop for skateboarders practicing their tricks.

The Plaza also provides a temporary home for *Space Whale*, a colorful stained-glass and steel sculpture of a humpback whale and calf. This playful piece by Matthew Schultz and The Pier Group debuted at Burning Man in 2016. Artist Kelsey Owens, who worked on *Space Whale*, says, "Northern Nevada has become a hub for art on par with other big cities. We have an amazing maker community that's emerging."

From City Plaza, head north or west. North takes you up Virginia Street to Reno Playa Park, a sculpture garden of smaller pieces exhibited at Burning Man. Monumental murals surround the park on three sides.

Head west along the Truckee River, which carves through the city center, to the Riverwalk District's shops and restaurants. The area includes The Eddy – a park, beer garden and art gallery built from cargo containers. Continue along the river to a large-scale sculpture that resembles a butterfly. Look closer at the work *Portal of Evolution* by Bryan Tedrick (another Burning Man debut), and you'll realize it's a subtle reflection of the female reproductive system.



> The arts are serving a critical role in the overall renaissance Nevada is experiencing.
>
> DAVID WALKER
> *Nevada Museum of Art CEO*

If that's TMI, walk another block to the Bretemond Sculpture Garden, which displays sculptures by local artists on a rotating basis. Learn about each work by taking a self-guided audio tour via phone – just dial the number at the base of the sculpture.

Visitors can join several guided downtown walks, including Art Walk Reno, held the first Thursday of each month in the Riverwalk District. The early evening tour lists galleries, businesses with art, and public art, including stops at the Metro Gallery, McKinley Arts and Culture Center, and Sierra Arts Gallery. Public art tours are also held the first Saturday of the month. During July's month-long Artown festival, visitors can take in about 500 arts-related events throughout the city center. It's the city's premiere arts event.

South of downtown, the hipster Midtown District's boutiques, indie restaurants and bars include more than 80 murals. And for those who want to see more Burning Man art, Art Spot Reno has a self-guided Google map of the Playa Trail on its website.

MUSEUM ART

The angular Nevada Museum of Art, designed by architect Will Bruder, makes a statement amid northern Reno's low buildings. Inside, visitors find nationally and internationally significant exhibits, as well as regional gems

above The Black Rock Desert inspired the design of the Nevada Museum of Art. **opposite** A portrait of Georgia O'Keeffe with a Nevada desert background is a highlight among the murals at Nevada Fine Arts. *Electric Revolcanno*, a 2016 Burning Man debut, was inspired by Cadillac Ranch in Amarillo, Texas.

like the American Work Ethic collection – paintings honoring laborers who built the West and photos depicting Nevada's urban evolution.

The museum's Center for Art + Environment encourages people to interact creatively with their surroundings, while the E. L. Cord Museum School (renovated in 2014) offers classes in woodburning, calligraphy and figure drawing.

The Nevada Historical Society's museum collection includes Native American art, such as Dat So La Lee's famous woven baskets.

PERFORMING ARTS

Reno's several theater companies cover a wide spectrum of genres, including Shakespeare,

classic Broadway shows and cutting-edge material. Shows often sell out quickly. Reno Little Theater, Nevada's longest-running community theater, produced its first play in 1925. The theater once hired stars who performed while living in Reno before a divorce (there was a six-week residency requirement). Today, shows like *Steel Magnolias* and *Peter & the Starcatcher*, combined with exceptional set designs and an intimate venue, help the RLT draw rave reviews. The organization recently built a state-of-the-art theater and rehearsal space.

Good Luck Macbeth checkily bills itself as Reno's Third-Best Theatre Company, but its edgy productions and new, larger venue are first-rate. See shows such as *Young Frankenstein* and *Golden Girls Live: Holiday Special* (featuring Ginger Devine, five-time top Reno drag queen) at the Macbeth.

Bruka Theatre of the Sierra stages classic and contemporary productions, as well as the occasional musical. The theater company also encourages local playwrights, actors and directors with a two-week fringe festival held every fall. Seating is charmingly eclectic – you'll find traditional rows of theater seats toward the front, with comfy couches and love seats in the back rows.

ABOVE AND OPPOSITE: Contemporary art and music by young artists stars at The Holland Project on the edge of Reno's Midtown District. The gallery also offers workshops aimed at DIYers.

ALTERNATIVE ART

On a dead-end street between the Truckee River and railroad tracks, Reno's gritty Industrial Arts District hides galleries, co-op art spaces and a ceramics studio inside warehouses. Two other off-the-beaten-path warehouse spaces also foster creativity. Artech in west Reno houses artists working to turn their art into financial stability. You can watch glass blowers and neon artists bend and pull color.

The Generator is a kind of creative commune that welcomes anyone who wants to make art, especially large-scale projects. Stop by Artech or the Generator in summer and you'll likely find artists working on projects for Burning Man and leading workshops. They also sponsor an annual sculpture contest for high school students.

THE LONG STRANGE TRIP OF BURNING MAN

THE BLACK ROCK DESERT SWELLS EACH AUGUST WITH SEEKERS OF ULTIMATE SELF-EXPRESSION

You pull into the dusty gate. An old man wearing a dusty hat, goggles, and nothing else goes in for the hug. "You're finally here!" he says. "Welcome home. Now get out of your car and give me a hug."

After hugging the man who calls himself Space Cowboy (one of many greeters at the event), you roll on the ground. You are, after all, a burger, a Burning Man virgin. And, according to Space Cowboy, "You'll be covered in dust [illegible] I [illegible] right until it."

You hug the [illegible] and shout, "I'm a burger virgin!" Then you enter the gates of this dusty [illegible] festival [illegible] dreamscape. [illegible] the [illegible] hippy city in Nevada, which exists for only nine days every year.

This pop-up metropolis known as Black Rock City becomes home to 70,000 the week before every Labor Day. It rises from the playa, [illegible] Black Rock Desert. The [illegible] dust, [illegible] and dirt – all of which disappears [illegible] of the event, leaving no [illegible] selection number zero.

Yet in this [illegible], Burning Man [illegible] the [illegible] of food [illegible] here [illegible] earth. But [illegible] whirling dervish [illegible] a dusty [illegible] in the evening sun. While [illegible] lasting [illegible] you'll learn [illegible] the hug [illegible], where warm and fuzzy hugs with a side of

Artists install their pieces outside of camp so Burners can connect with nature.

how to be a burner

The ticket process changes from year to year. Official online sales start in January, with prices typically ranging from $200 to $300. They sometimes sell out, but you can often find tickets on the secondary market.

I came here because I wasn't sure I could get out of my box. But you know what? I could.

—GUEST, 80-year-old Burner

punch and tackle are on offer. A dragon trundles by breathing fireballs. Bunnies, bicycles and zombies on stilts criss-cross the desert.

Burners, as attendees call themselves, are committed to "radical self-expression" and "decommodification." The event began on a San Francisco beach in 1986 with the burning of a wooden man and moved to the Black Rock Desert in 1990. Today, Burners can visit cafés, boutiques and nightclubs, but your money is no good here. Almost nothing can be sold at Burning Man, only shared.

The signature landmarks of the gathering are elaborate art structures, many of them interactive and human-powered. Some of the works are burned at the finale, including the eponymous "Man," a 40- to 100-foot-tall effigy. On the last night, flames consume the temple—a sacred space of love and loss, forgetting and remembering. The knowledge that it's all going to disappear provides a constant reminder to live in the now.

Your version of now can take many forms. Theme camps and villages form the heart of Burning Man, their names changing every year. You might join yoga and meditation at Camp Stellar Dusty Moon or dance the Fire Twerkin' Cirque n' Jerk at Camp Yeah Man. Attend a desert geology lecture by the Earth Guardians or join the Gender Bender community's Sexploration Play Party. When Space Cowboy's

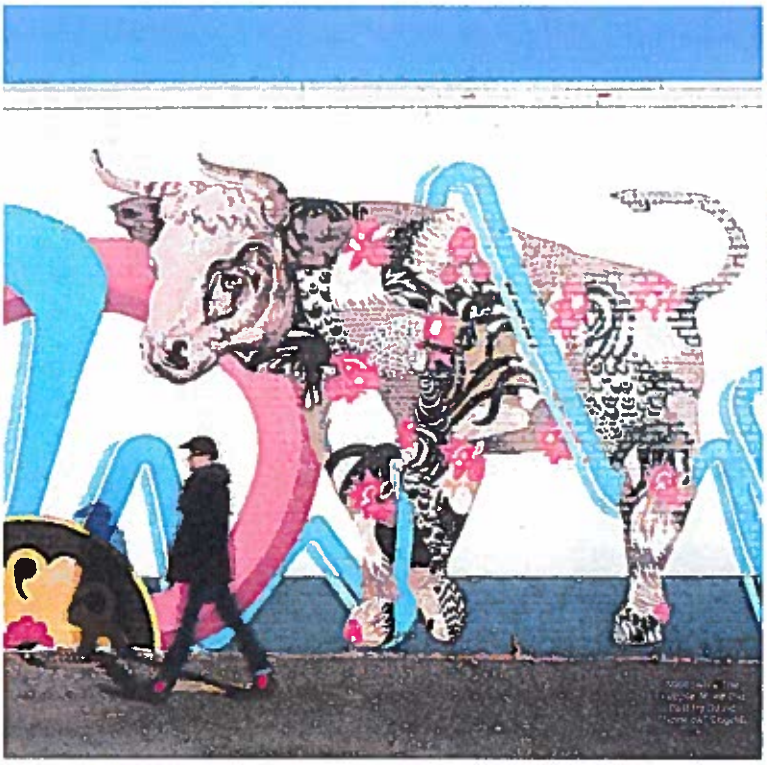
ABOVE: The celebratory burning of the Man. **OPPOSITE:** The pop-up city is built in a semicircular grid around the Man. Tents, RVs and makeshift structures take over the alkali flats (one of the largest on Earth), where there's no water or electricity.

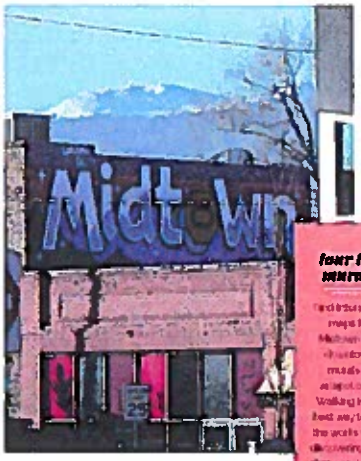
warning about the dust proves accurate, head to the spa, where an 80-year-old Burner called Bubbles is busy painting toenails. She says, "I came here because I wasn't sure I could get out of my box. But you know what? I could."

Burning Man is about shedding assumptions and pushing the boundaries of the possible, and the art shows this best. It may be an animated wheel of skeletons telling the tale of Charon (a giant neon jellyfish) or an enormous interactive marionette (a teenager from outer space) who tells the crowd, "You're all so beautiful. Where I come from, no one wears such interesting things." She's amazed at the people cycling past, heading in every direction to dance and dawn at a rave, sip wine at a jazz club, or boogie at the roller disco and get an new tunes.

RENO'S STREET ART SCENE

Bring good walking shoes on your trip to Reno. You'll need them to explore murals created by local, regional and international artists. Find 70-plus works in Midtown and another 40 downtown.





Tour the murals

Find interactive maps for Midtown and downtown murals at artreno.com. Walking is the best way to see the works while discovering local shops and cafés. Bicycle and trolley are also available.

"MURALS ARE VERY HERE AND NOW," SAYS RENO CITY COUNCILWOMAN NAOMI DUCRR. "THEY HAVE A POINT OF VIEW AND ADD A SENSE OF VIBRANCY, WHIMSY AND COOL FACTOR WHEREVER THEY POP UP."

How does the environment around Reno affect your work?
When I lived in Tulsa, I used to be a formalist—tightly written poems. I'm convinced that it had to do with the place and the landscape. Here, the lines become longer, and the poems became looser. Everything is so open, it affects you physically, emotionally and mentally.

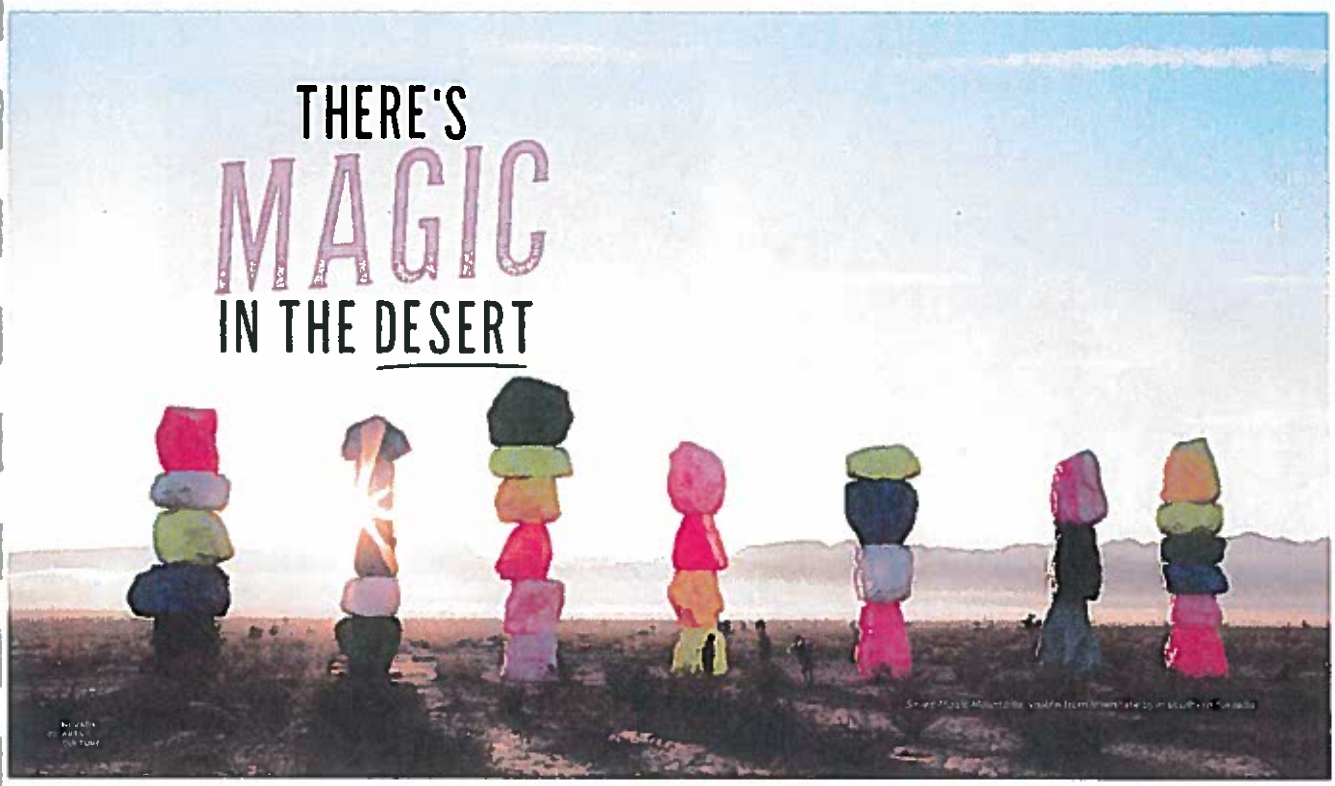
Where do you think Reno's rich interest in the arts comes from?
Reno has long been a place to be for artists. The joke was always that people outside of Nevada knew how important art was here, even more than the people actually living in Nevada. I think part of it is the isolation. You can really do your work and be respected. And artists are drawn to exceptional beauty, it feeds creativity.

> I love living here. People always say that I'm so Nevadan I can't leave.

What's your new project with the Nevada Arts Council?
I'm traveling the state and doing two- to three-day residencies in state parks, gathering stories and making observations about interactions both with our natural world and people I encounter. I'm still working on what will come out of it—a narrative vignette, little stories or poems.

What are the arts venues and events visitors should see?
Go to the Nevada Museum of Art. Pay attention to the murals and public art in Reno—we have a huge mural culture. Reno is also trying to re-identify more closely with the university community. There is so much going on there that I can't keep up. You could go to an arts-related event almost nightly. There's an annual literary crawl in Reno, a day-long event at different venues with literary artists sharing work. July is Artown, the biggie—a month-long festival with 500 events across town, many free. It's binge watching for the arts

THERE'S MAGIC IN THE DESERT



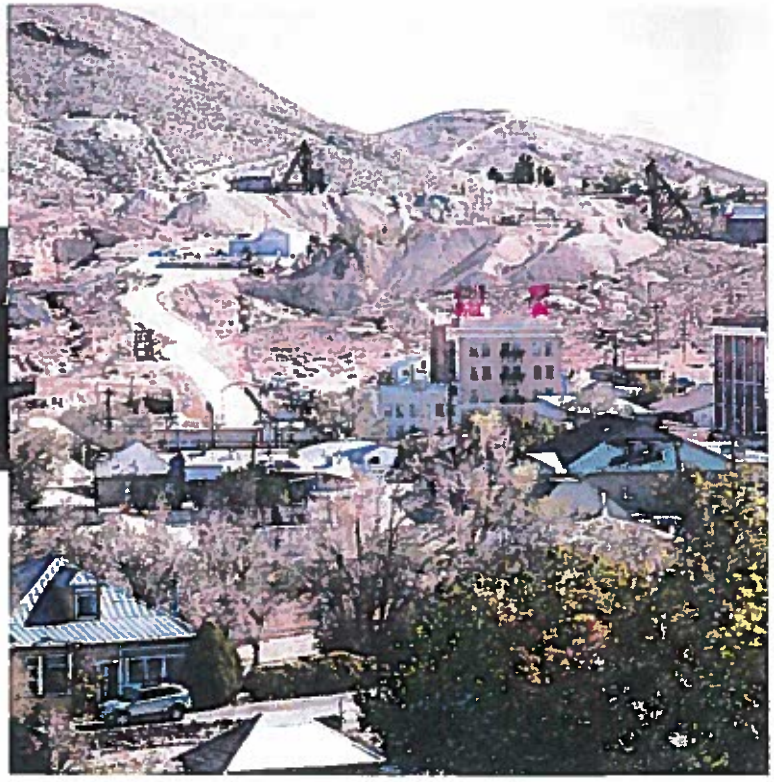
nevada silver trail

IN THE REGION FAMOUS FOR ITS SILVER MINING, VISITORS KEEP MAKING NEW DISCOVERIES, INCLUDING AN AVANT-GARDE ART TRAIL, COLLECTIBLE GEMSTONES AND A SPOT THAT'S SURPRISINGLY RIPE FOR VINEYARDS.

TONOPAH

SILVER-STUDDED

LISTEN FOR THE SILVER BOOM'S ECHOES IN THIS TOWN'S COLLECTION OF BUILDINGS, ARTIFACTS AND EVEN A FEW REMAINING MINE SHAFTS



Midway between Reno and Las Vegas lies a living tableau of Nevada's strike-it-rich lore. In 1901, silver fever gripped the mile-high town of Tonopah, and the ensuing hubbub helped the young state of Nevada find firmer footing. But today, the area's bonanza is sagebrush-filled serenity. A drive through Nevada's high desert reveals no stoplights and no Starbucks—just wild burros roaming yucca-dotted plains under an almost inconceivably dark night sky.

ABOVE: A towering marquee crowns the five-story Mizpah Hotel, once Nevada's tallest. Travelers can still stay in what was known as The Finest Store Hotel on the Desert. OPPOSITE: The Mizpah behind the hotel are home to Tonopah Historic Mining Park.

Little seems to have changed over the last century inside Tonopah's 1907 Mizpah Hotel (never mind the Tesla charging stations down the street). A tribute to Tonopah's past, the Mizpah underwent a meticulous renovation in 2011, regaining its former grandeur. You can still walk past the lobby bar's gilded pillars and leaded glass windows, peek inside the 19th-century bank vault (now a gift shop) and ride the 110-year-old electric elevator.

On the hilltop behind the Mizpah is Tonopah Historic Mining Park, a 113-acre outdoor museum straddling prospector Jim Butler's 1901 claims. Park host Sara Gutbridge, who was born and raised in Tonopah, says the town's silver boom—the third major bonanza in the state—saved Nevada from bankruptcy. "By 1900 the Comstock Lode had dried up," she says. "Nevada was a new state, and it was running out of money."

Visitors can stroll through the Burro Tunnel to a viewing crate above a 500-foot-deep stope or walk around the mines' hoist works and warehouses. Sara says the structures look much like they did during the bonanza. "What we do here is called 'arrested decay,'" she says. "We fix and maintain the buildings, but we don't modernize anything."

About a mile away, the indoor-outdoor Central Nevada Museum shows off more mining artifacts. Walk the grounds to see the 10-stamp mill (an especially large variation of the machines used for crushing ore) and double-decker hoisting cages.

Visitors can access all the buildings at Tonopah Historic Mining Park.

Over hundred years of mining history are on display at the Central Nevada Museum, including historic structures.

plus an entire town's worth of antique buildings, including miners' cabins, a blacksmith shop and saloon. Also on display are fascinating curios from Tonopah's past—railroad paraphernalia and Shoshone baskets.

Tiny Goldfield, 27 miles south, looks like a cluster of wooden shacks scattered across the desert. But in 1903, the gold rush was on, and Goldfield became Nevada's biggest and fanciest city, boasting 20,000 residents, 23 hotels, 40 saloons and 14 cigar stores.

Tune your car radio to FM 89.1, Radio Goldfield, to hear a quirky variety of music and news delivered to the hamlet's residents (counted at 268 in the last census). Then head over to the Santa Fe Saloon, which has been quenching local thirsts since 1905. Inside are photos of Goldfield in its heyday.

art object

FAMOUS SOUTHWEST GEMSTONES

Since the days of ancient native cultures, Nevada has lured people seeking some of the most stunning, rare and valuable turquoise stones on the continent. Nevada still produces more of the gemstones known as symbols of good luck than any other state in the Southwest.

IMAGE TO COME

on the turquoise trail

Rock hounds can dig for rough turquoise at the Royston Mine in Tonopah and get the stones shaped and polished at nearbyons for pendants, earrings and jewelry, and Austin's Little Blue Shop features a variety of selections, including Sleeping Beauty, Number Eight, Carnival Blue and Lone Mountain.

ARTIEST DRIVE IN THE STATE

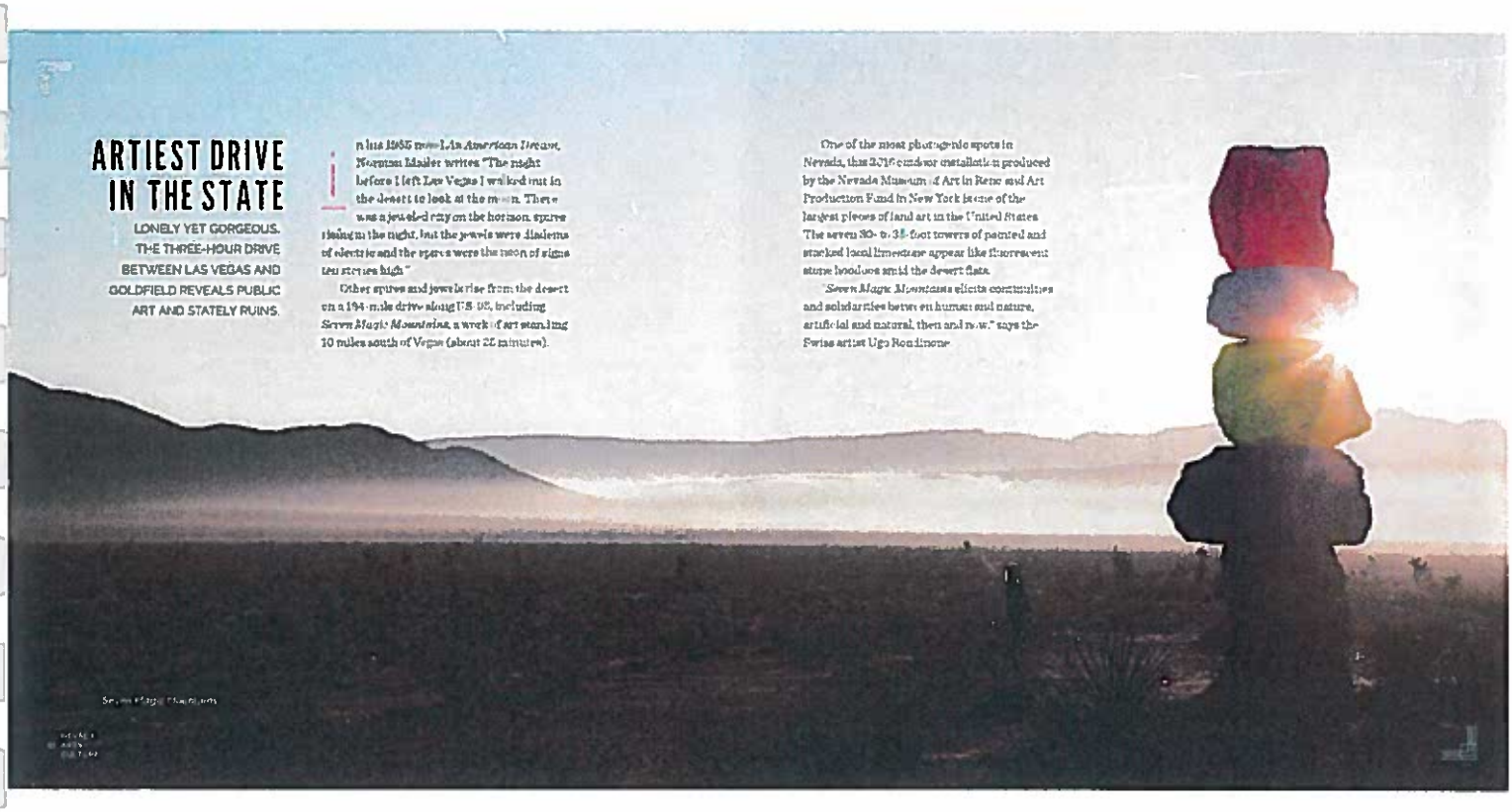
LONELY YET GORGEOUS. THE THREE-HOUR DRIVE BETWEEN LAS VEGAS AND GOLDFIELD REVEALS PUBLIC ART AND STATELY RUINS.

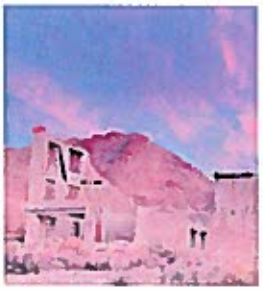
In his 1955 novel *An American Dream*, Norman Mailer writes "The night before I left Las Vegas I walked out in the desert to look at the moon. There was a jewel-red ray on the horizon, spires rising in the night, but the jewels were diadems of electric and the spires were the neon of signs ten stories high."

Other spires and jewels rise from the desert on a 194-mile drive along US-95, including *Seven Magic Mountains*, a work of art standing 10 miles south of Vegas (about 25 minutes).

One of the most photogenic spots in Nevada, this 2,716-outdoor-metallotem produced by the Nevada Museum of Art in Reno and Art Production Fund in New York is one of the largest pieces of land art in the United States. The seven 30- to 35-foot towers of painted and stacked local limestone appear like fluorescent stone boulders amid the desert flats.

"*Seven Magic Mountains* elicits connotations and solidarities between human and nature, artificial and natural, then and now," says the Swiss artist Ugo Rondinone.





INTERNATIONAL CAR FOREST OF THE LAST CHURCH

Apparently inspired by junkyards, the outside art museum created by Nevadans Chad Sorg and Mark Rippie displays more than 40 cars, buses, limos and motorcycles spiked into the ground or stacked – each a canvas for portraits, murals, graffiti and graphics. Find the art – and look for working artists – in Goldfield, 184 miles northwest of Las Vegas.

GOLDWELL OPEN AIR MUSEUM

Ghostly figures sculpted by Belgian artist Albert Szukalski anchor exhibits accessible 24/7 (the museum is just outside Death Valley National Park at Beatty on State 374). A grouping of twelve sculptures form Szukalski's rendition of da Vinci's *The Last Supper*. Other pieces at the site inspire conversation and Instagram ops.

ABOVE LEFT Apparitions such as *Ghost Rider* fill the Goldwell Open Air Museum. ABOVE RIGHT In its prime, the 1908 Cook Bank in Rhyolite could boast of mahogany woodwork, electric lights, a telephone and indoor plumbing. OPPOSITE The International Car Forest is believed to be the country's largest outdoor car display.

There's a 24-foot tall miner and his penguin sidekick and a supersize punk Lego woman entitled *Lady Desert, The Venus of Nevada*.

RHYOLITE GHOST TOWN

A half mile from the Goldwell museum stands the legacy of a classic boom-to-bust story. The town of Rhyolite once drew investors such as Charles M. Schwab, but dried up when the Montgomery Shoshone Mine closed. Today you can walk near abandoned buildings that have appeared in several movies. The porch of the train depot provides a haunting spot to listen to the desert wind.

What are the challenges of growing grapes in the Mojave Desert?
That first year, we planted 3,200 Symphony vines—a heat-resistant grape from the University of California, Davis. Seven wild horses destroyed 25 percent of the vines. We didn't have a fence. Within 90 days, all the vines were trampled. But we survived.

How did you pick the right grapes?
You have to irrigate, but grapes only use about a quarter of the water that alfalfa requires. A lot of grapes grow here; others just can't take the heat. We did an experiment once with Pinot Noir and Chardonnay.

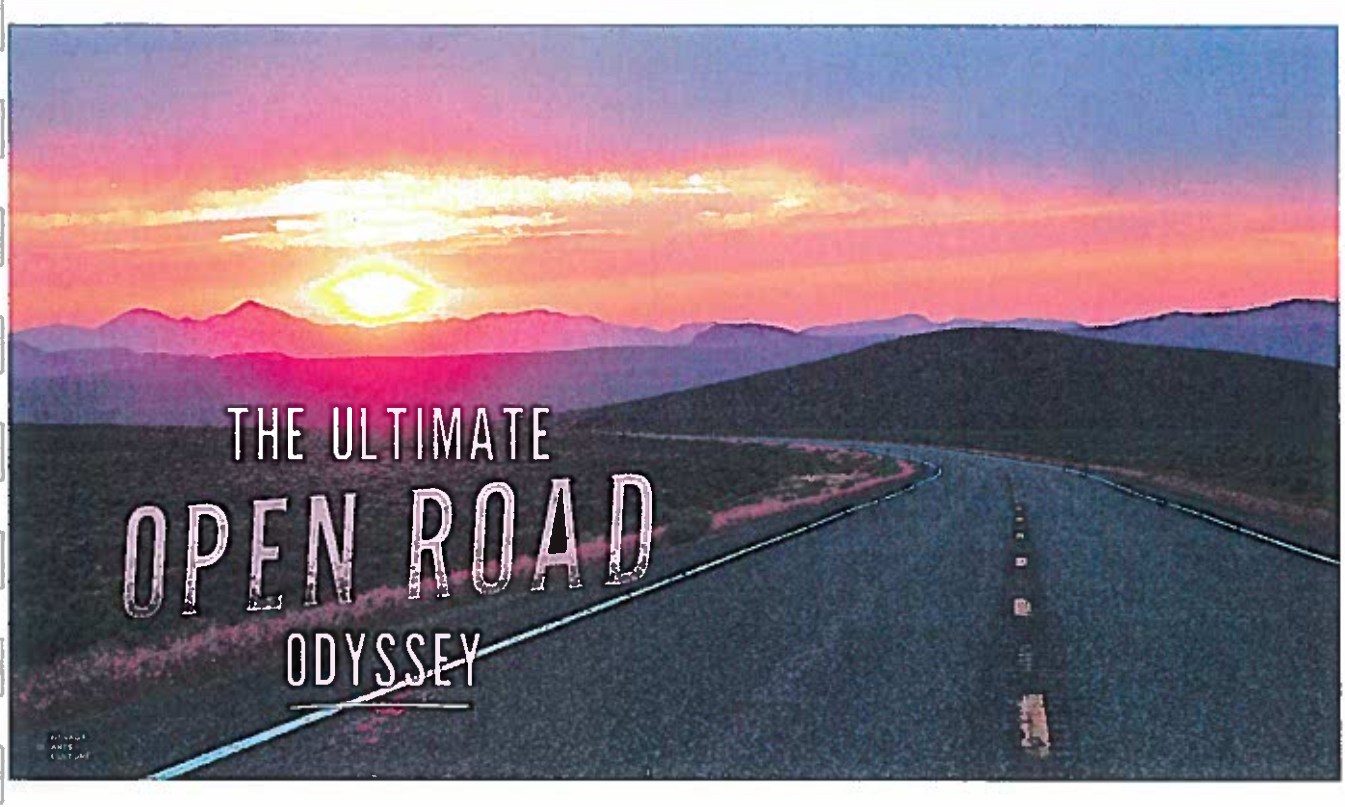
> "You're never just a winemaker when you have a destination winery."

Everything looked perfect—the vines, the sugar content—but the grapes had no acid. We'd grown the world's best fruit for grape jelly.

What wines do you produce?
Serenity is our signature white blend. Harmony is a rosé made with Nevada Zinfandel and California Pinot Noir. We also have reds including Zinfandels, Cabernets, Merlots, a Petite Syrah and an American Burgundy. We enhance tastings with a spritzer made with our own cream sherry or ruby port mixed with ginger ale. The ginger has a chemical interaction with the wine. It's incredibly refreshing.

So you're branching out by adding an outdoor amphitheater?
We host musical shows and theater productions, a lot of different types of music. I'm serious about winemaking, but I've been in the tourism industry from the start. We tell people to visit Pahrump, Nevada's Wine Country.

What else is there to do in the area?
We're between Las Vegas and Death Valley. Mount Charleston is right behind us. You can ski, hike, go off-roading. At the Spring Mountain Motor Resort, you can learn to race cars, including Corvettes.



THE ULTIMATE OPEN ROAD ODYSSEY

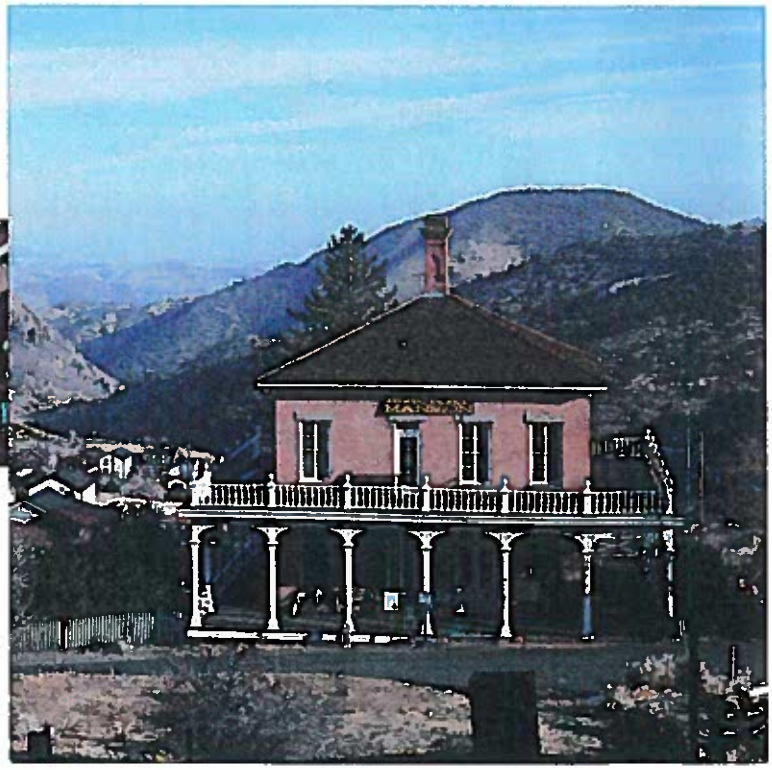
pony express territory

FOLLOWING THE ORIGINAL PONY EXPRESS ROUTE, US-50 LAYS A PATH TO HISTORIC MINING SITES, OLD RAILROAD STOPS, AND AN UP-AND-COMING ART SCENE IN THE CAPITAL CITY.

VIRGINIA CITY & CARSON CITY

RICH HERITAGE

ONE-HUNDRED-SIXTY YEARS AFTER THE SILVER RUSH, NEIGHBORING MOUNTAIN TOWNS STILL CARRY A LEGACY OF ART, ARCHITECTURE AND HISTORY



You can't help thinking of old Western movies while walking among the wooden sidewalks, old storefronts and Victorian homes that fill Virginia City. But no set designer had a hand in constructing this town of 900 located on the side of Mount Davidson at the end of a twisty, 40-minute drive from Reno. Nearly 400 buildings make up the Virginia City Historic District, a designated National Historic Landmark.

ABOVE LEFT Two million visitors a year drop in on Virginia City's shops, saloons and restaurants. **ABOVE RIGHT** A hand-chiseled world mural crossing historic brick is one of the attractions at Comma Coffee. **OPPOSITE** Overnight guests at the Mackay Mansion have included Thomas Edison, Ulysses S. Grant and Johnny Depp.

More than 25,000 residents packed Virginia City during the 1860 Comstock silver strike, a discovery noteworthy for its off-the-charts riches and lengthy run—rarities in the boom-and-bust history of Nevada. In two decades, the lode produced roughly $400 million in silver and gold, a fortune big enough to bankroll the North in the Civil War and vault Nevada into statehood in 1864.

The Comstock History Center makes the perfect first stop in learning the story. For a

Nevada State Museum's glass entry concourse connects to the historic Carson City Mint building. Virginia City's Silver Queen Hotel and Wedding Chapel serves up drinks and nuptials. Couples married here include the 1970s pop duo Captain and Tennille.

taste of railroading's glory days, take a ride in a restored open-air car on the steam-powered Virginia and Truckee Railroad from May through October. Along the way, the conductor tells tales of the lavish Comstock years.

In a mining town, it's no surprise to come across an abundance of saloons. One must see is the Silver Queen Hotel and its saloon, which features a wall-size portrait of a woman draped in a gown of 3,261 silver dollars. Ponderosa Saloon invites guests to go into the mountain for gold mine tours and serves sarsaparilla, along with its lineup of harder drinks.

Almost every building in town reveals a story. The stately Mackay Mansion, filled with opulent furnishings, was home to wealthy miner John Mackay (he and his partners are known as the Silver Kings). For decades he sold silver directly from the mansion's vault, and today, ghost hunters come in the hopes of bagging a paranormal sighting, like the white-clad little girl that Johnny Depp saw sitting on his bed while staying here in the 1990s.

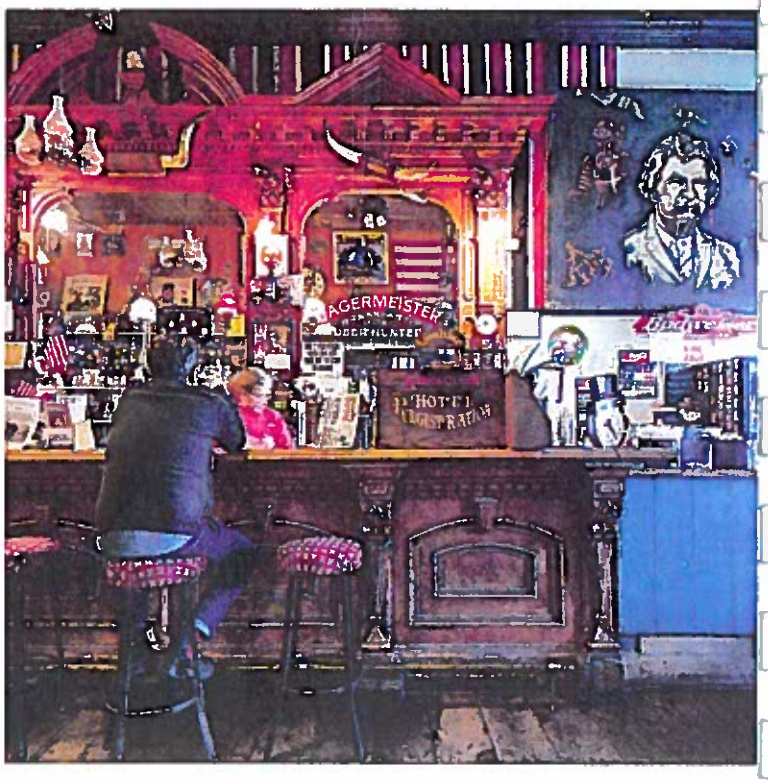
The 1863 Piper's Opera House, located nearly 1,000 people, but opera was rarely on the bill. Basketball games and roller skating were more popular, and the Opera House even hosted boxing matches and a bear fight. President Ulysses S. Grant and Buffalo Bill Cody sat in its balconies, and Samuel Clemens (aka Mark Twain, who worked at the *Territorial Enterprise* early in his career) delivered a lecture from its stage.

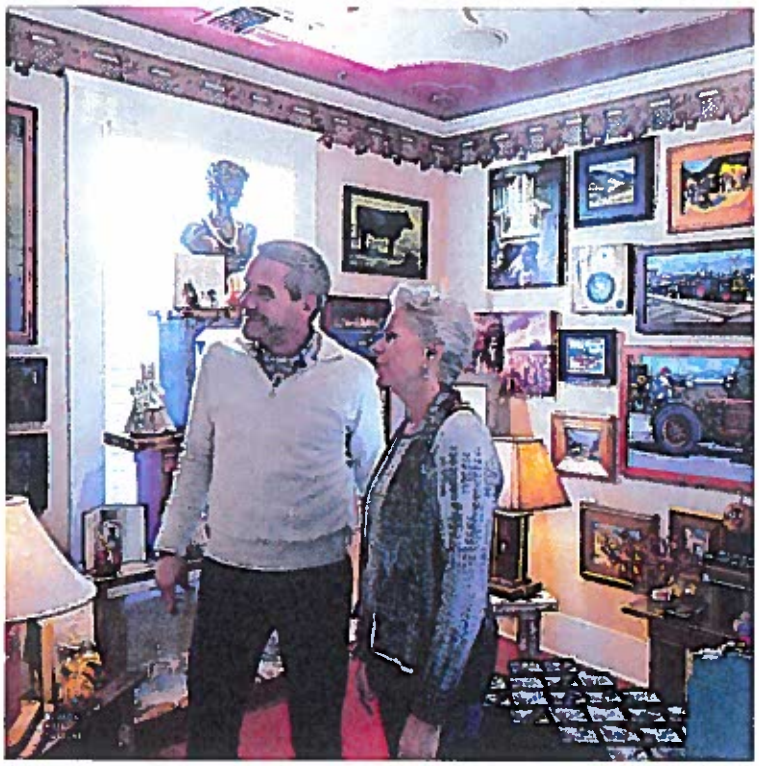
St. Mary's in the Mountains, a 150-year-old Roman Catholic Church, suggests life wasn't always a party in Virginia City. The Gothic structure attests to the city's astounding wealth and is the oldest active Catholic church in the state.

Another St. Mary's caters to the arts. Originally a hospital for miners in the 1870s, the center was repurposed in the 1960s as an artist retreat. Today creative types – including kids – can partake in workshops, classes and special events.

CARSON CITY

In the walkable capital, discover a vibrant mix of history, architecture and art. The city of 55,000 nestles in an agricultural valley below the Sierra Nevada mountains 20 minutes east of Lake Tahoe and 25 minutes south of Reno. The 2.5-mile Kit





Carson Trail, named for the 1840s explorer, provides perfect entree. Download the trail app as you follow a blue painted line through the Westside Historic District.

The sandstone Capitol, built in 1870, is the second-oldest statehouse west of the Mississippi. Lush lawns lead to the gleaming Governor's Mansion, with its Greek Revival columns and double-decker porch. Across the street, the nine-bedroom Bliss Mansion, Nevada's largest home in 1879, speaks to Comstock era opulence.

At the Nevada State Railroad Museum, see vintage iron horses and train cars, such as the 1875 Inyo steam locomotive from TV's *The Wild Wild West*. Nevada State Museum includes the old Carson City Mint, home of Coin Press No. 1, plus baskets made by noted Washoe artist Dat So La Lee, and the skeleton of a mammoth found in Nevada's Black Rock Desert.

Carson City also features three state-of-the-art performance halls and more than a dozen contemporary galleries, including CSN, a partnership with the Nevada Arts Council featuring artist presentations. Gallery owners take pride in the art scene. June Joplin, owner of the Linksest Gallery at Gamma Coffee, says, "Carson City is very open, personable and welcoming, and the accessibility of art and the arts is reflective of the town. People want to connect, and art is a way to connect."

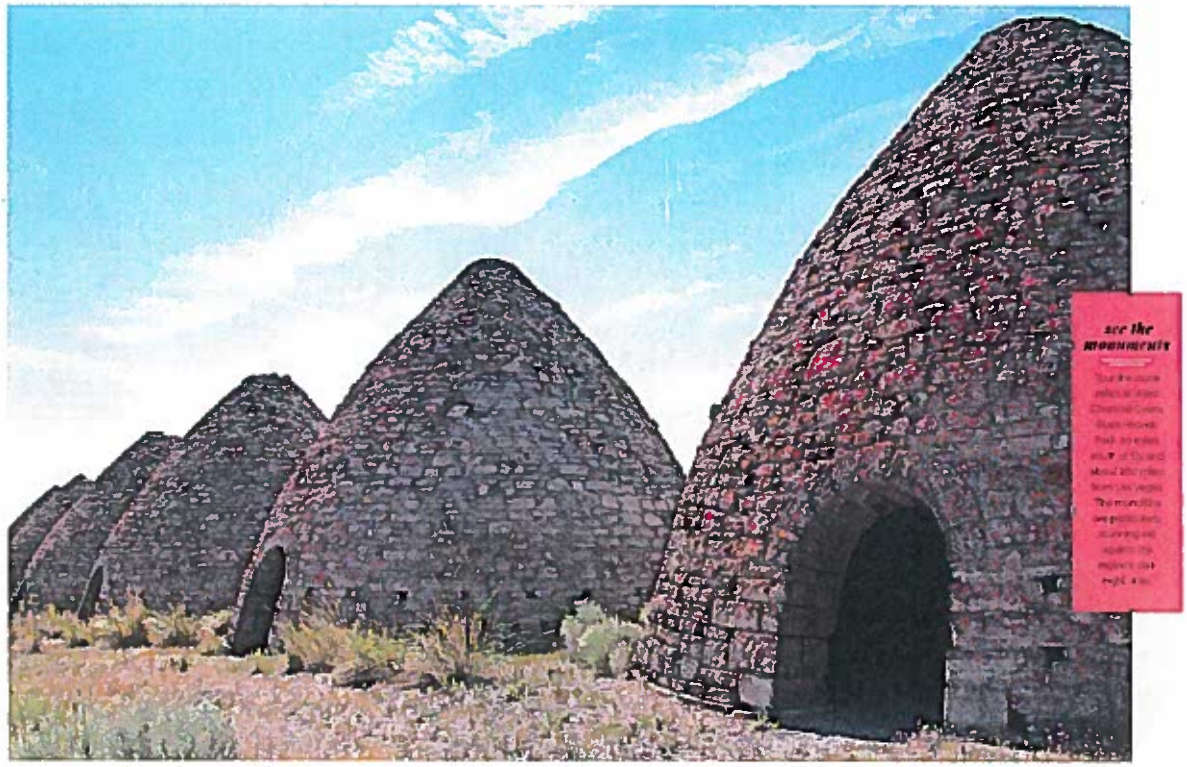
Train rides at the Nevada State Railroad Museum depart from restored Wabuska Station. The Artsy Fartsy Art Gallery represents 84 artists in many mediums. Owner Jeffery Pace is on the left.

On the self-guided Carson City Art Walk, order a lavender latte and steamed eggs at Gamma Coffee, then check out the whimsical wall decor and on-site gallery – exhibits change monthly. You might find pen and ink drawings, Lake Tahoe photos or desert watercolors. Artsy Fartsy Art Gallery offers textiles and jewelry using the state's casual, cool aesthetic.

Carson City's most brag-worthy art spot occupies a grand brick building built in 1874. Inside, the nonprofit Brewery Arts Center (the building housed the first brewery in Nevada) offers three separate venues that host live performances, and the Nevada Artists Association Gallery exhibits contemporary local art. The Brewery's Artisan Store sells pieces made by emerging woodworkers, potters, photographers and jewelry makers.

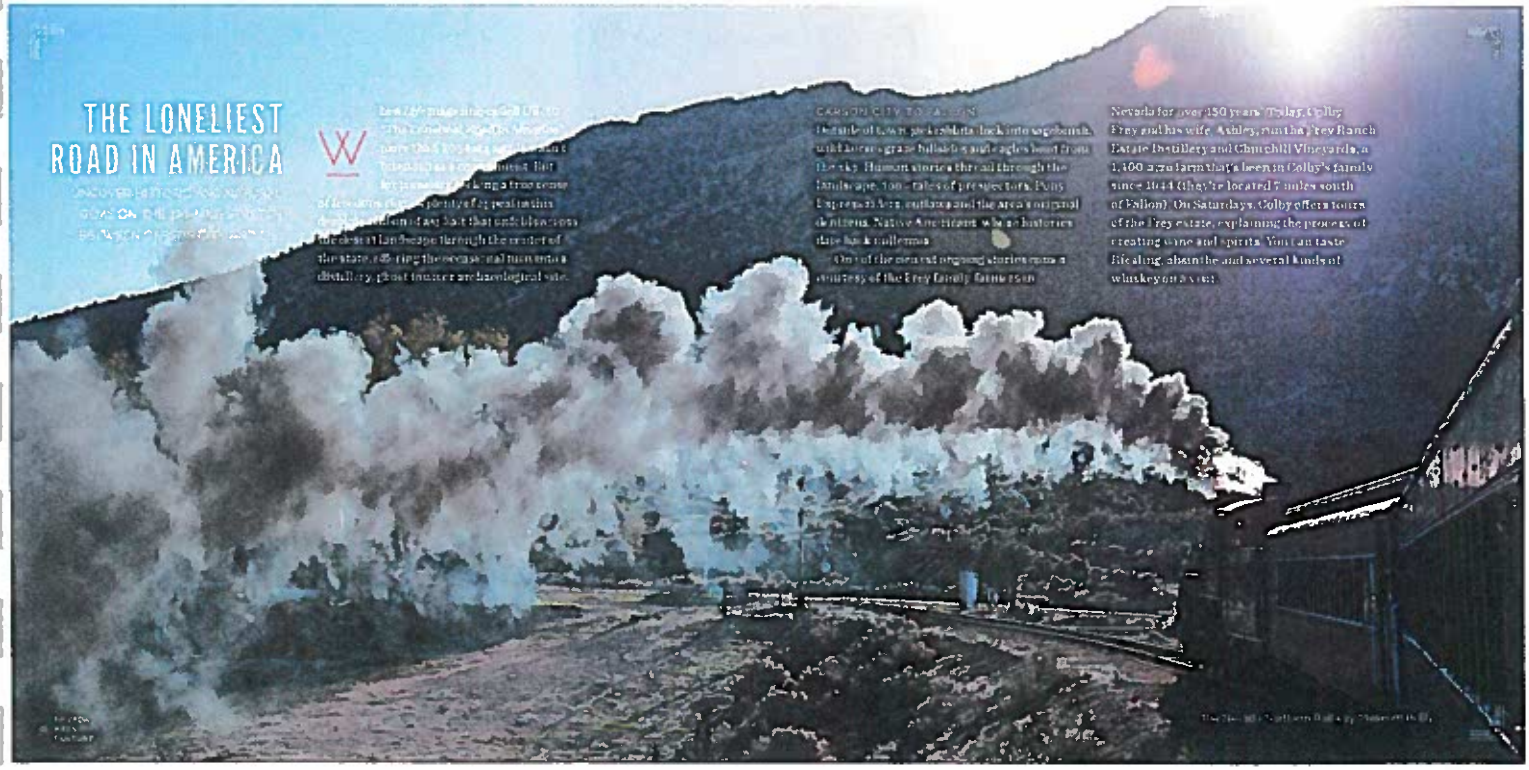
SILVER-MINING STONEHENGE

Standing 30 feet high, six stone sentinels in the high desert once produced charcoal to melt silver ore during the 1870s boom. Later, stockmen and stagecoach bandits took cover in the abandoned ovens.



see the monuments

THE LONELIEST ROAD IN AMERICA



W

CARSON CITY TO ALTURAS

Nevada for over 150 years. Today, Colby Frey and his wife, Ashley, run the Frey Ranch Estate Distillery and Churchill Vineyards, a 1,400-acre farm that's been in Colby's family since 1944 (they're located 7 miles south of Fallon). On Saturdays, Colby offers tours of the Frey estate, explaining the process of creating wine and spirits. You can taste Riesling, absinthe and several kinds of whiskey on a visit.

While in Fallon, explore the contemporary galleries and enjoy a live concert at Oats Park Arts Center, housed in historic school.

Driving less than two miles southeast of Fallon, you'll reach Stillwater National Wildlife Refuge, which welcomes more than 280 species of birds to its wetlands and uplands. People of the Marsh, known as the cattail eating Paiutes, hunted ducks and other waterfowl and wildlife and fished here for thousands of years. Meander the refuge's trails, past mountains' watery reflections broken only by tule and cattail. What little noise there is comes from birdsong and the whisper of wings above. Bring a tent, because at night, stars burn into the black sky, like sequins. Looking up creates a sense of being lost in the Milky Way's highway of stars.

About 10 miles east of Fallon, Grimes Point Archaeological Area features thousands of petroglyphs, some 8,000 years old. To explore the Hidden Cave about a mile away, arrange a tour with the Churchill County Museum or Bureau of Land Management. Even without a tour, it's worth climbing out smaller caves and admiring the ancient bed of Lake Lahontan, a Pleistocene lake once spanning 8,500 square miles.

The retreat of ancient glaciers also left behind sand dunes. Now known as Sand Mountain Recreation Area, it's a place to

ABOVE AND OPPOSITE: The Frey Ranch Estate Distillery in Fallon features a vineyard and new distillery, a complete grain-to-glass operation. "Continually farming over the years (since 1854) has allowed us to adapt to the driest state in the nation," owner Colby Frey says.

bike the dunes, ride them on a sandboard or ATV, or just listen to their natural music. This is one of a handful of singing dunes in the world. When winds blow over the sand and conditions are just right – hot temperatures, no buzzing ATVs around – you can actually hear the sound of the dunes, which resembles the low whine or growl of a dog.

FALLON TO AUSTIN

US 50 roughly follows the path of the short-lived Pony Express, which had a run much smaller than its legend would imply: only only 18 months, ending in 1861. But in that brief flash through history, it built an enduring legend around its fast and dangerous style. Legend has it that riders carried Lincoln's inaugural address across the nation in under a week. An advertisement for riders was said to

ABOVE: Ely Art Deco's gallery exhibits and nelle paintings, sculptures and photography of the Great Basin. OPPOSITE: The Stokes Castle Built in 1898 outside of Austin was occupied by the Stokes family for just a month.

read: "Wanted: Young skinny wiry fellows. Not over 18. Must be expert riders. Willing to risk death daily. Orphans preferred."

Middlegate Station, formerly a spot for Pony Express riders to change horses, marks "The Middle of Nowhere," or at least that's what the welcome sign reads. Middlegate – located 110 miles east of Reno – served as a freight station until the early 1900s but is now famous for its saloon wallpapered with dollar bills and its menu's enormous Monster Burger. Finishing the sandwich earns you a T-shirt and bragging rights. According to Rose the waitress, that doesn't happen often.

A few miles east of Middlegate Station, you'll pass a shoe tree on the north side of the road. The story goes that a honeymooning couple was arguing under the branches of a cottonwood, and the wife threatened to walk home, so her husband flung her shoes into the tree. They made up and later added their newborn's shoes to the tree, starting a shoe flinging tradition. The current tree (the original was cut down by vandals in 2010) features an impressive array of footwear.

Over the next 100 miles, the landscape changes character. The mountains launch over the road, spilling alluvial fans across the desert. The road's straightaways turn into curves, climbing past pinyon pines and juniper, gaining elevation over 7,000-foot summits. US 50 intersects with the road to Berlin-Ichthyosaur State Park, an 1890s ghost town that also includes an exhibit of 225-million-year-old marine reptile fossils.

Just before Austin in central Nevada, a dirt road leads to Stokes Castle, a three-story tower built by Anson Phelps Stokes, a mining developer and railroad magnate. Stokes admired Italian castles on holiday and decided he needed his own, choosing a building location with expansive views and sunsets that turn the desert hues to pink. Listed on the National Register of Historic Places, the granite structure makes a top stop on the route to take photos.

AUSTIN TO ELY

Established in 1862 when a horse kicked up a piece of quartz containing gold and silver,

Austin is a quintessential 19th-century mining town. Gothic churches, cemeteries and hotels etch into the mountainside. It's also becoming a premiere outdoor destination for mountain bikers, hikers and fans of hot springs (Spencers Hot Springs east of town offers relaxing soaks and stunning views). For a bit more luxury, head to nearby Miles End Lodge Bed and Breakfast in Kingston, featuring cabins, a rock lodge, a outdoor bar and a wood-fired hot tub.

Drive another 12 miles past Spencers Hot Springs to Pete's Summit and Toquima Cave's petroglyphs, dating back to 1,000 B.C. Follow the colorful lines and circles, trying to decipher the stories in the abstract images. In the next 72 miles to Eureka, you might see just a few passing cars, though traffic is increasing.

Eureka, founded in 1864 and famous for lead and silver mining, calls itself "The Friendliest Town on the Loneliest Road." See its restored historic buildings, including the famous Opera House and county courthouse. The Old Eureka Saloon is also undergoing restoration, with new proprietors planning to open its old brick-lined tunnels for tours. The origin of the tunnels is in dispute, but many people say they were built to protect Chinese miners from angry locals.

About 75 miles past Eureka, you reach Ely, founded in the 1870s as the Murray Station trading post. Ely is the biggest town east of Fallon and the last stop on Nevada's US 50. The Nevada Northern Railway arrived in Ely in 1906, supporting the area's copper mining. Visitors can still take a smoky ride on an old steam locomotive, complete with bandit holdups or fireworks shows (launched from an attached rail car). The Nevada Northern Railway Museum also displays a large collection of old rail cars. Also in town, the East Ely Railroad Depot Museum features period rooms, some dating to 1909, and more mining and rail heritage.

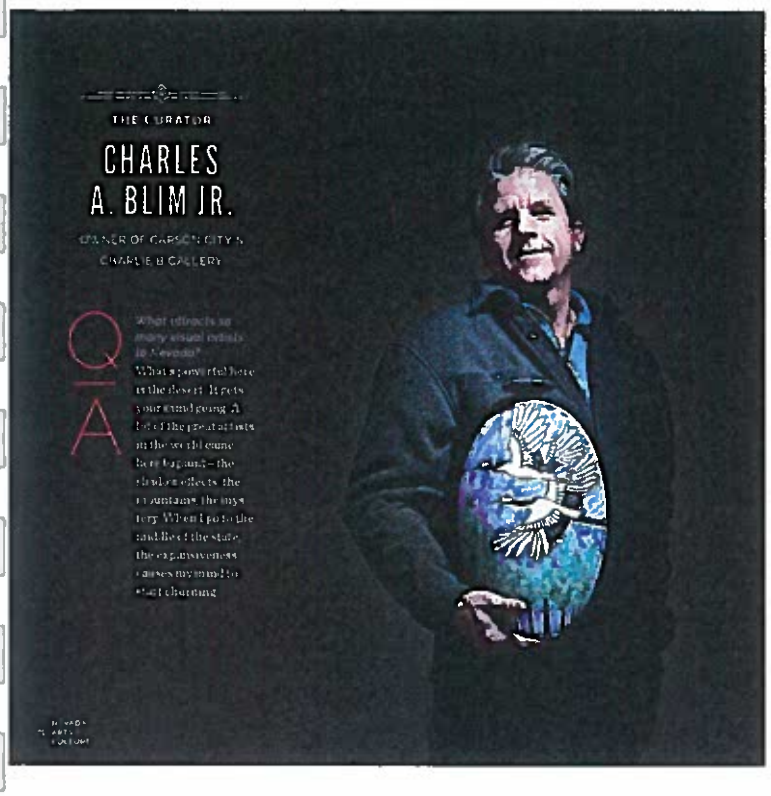
For a better understanding of Ely's cultural past, head to the Renaissance Village, a compound of houses decorated in different cultural styles of early Ely settlers. Wander past the Art Deco Central Theater and the historic Hotel Nevada, discovering a patchwork of colorful murals decorating the town.

Return to the days of small-town soda fountains at the McGill Drugstore Museum in nearby McGill. The 1906 store, which closed in the 1960s, displays bygone Superboy comics, lead-tube toothpaste, and Dippity-Do hair products. Longtime resident Daniel Bradbeck offers prearranged private tours of the shop, with information on the town's once segregated ethnic neighborhoods – such as Austria Town, Greek Town and Japan Town.

THE CURATOR

CHARLES A. BLIM JR.

OWNER OF CARSON CITY'S CHARLIE B GALLERY



Q *What attracts so many visual artists to Nevada?*

A What's powerful here is the desert. It gets your mind going. A lot of the great artists in the world come here to paint – the clouds, colors, the mountains, the mystery. When I go to the sand dunes, the expansiveness causes my mind to start churning.

What kind of art do you showcase?
The majority of my gallery's patrons studio pottery, both contemporary and vintage. The other main for us is historic Nevada art, mostly paintings. Most of it isn't expensive. Affordability in art is paramount to me. People can walk in and buy an original piece for $30.

What's your draw to studio pottery?
I know my coffee tastes better in the morning because I drink out of a studio potter's mug. The energy the potter puts into it goes right down into who I am. There's a lot of science behind my work.

> "The approachability of artists here is amazing. They're easy to talk to, and they let you into their lives."

You're an artist, too? What medium?
I took a watercolor class and found the medium was easy on me, so I paint. I am not really an artist, I'm more of an artist advocate.

How did you start collecting art?
When I was 4 years old, my maternal grandfather got me collecting coins. The collection grew to American colonial coins. History is everything to me, and I loved collecting coins because of the idea of "who could have touched this before me? Maybe Benjamin Franklin."

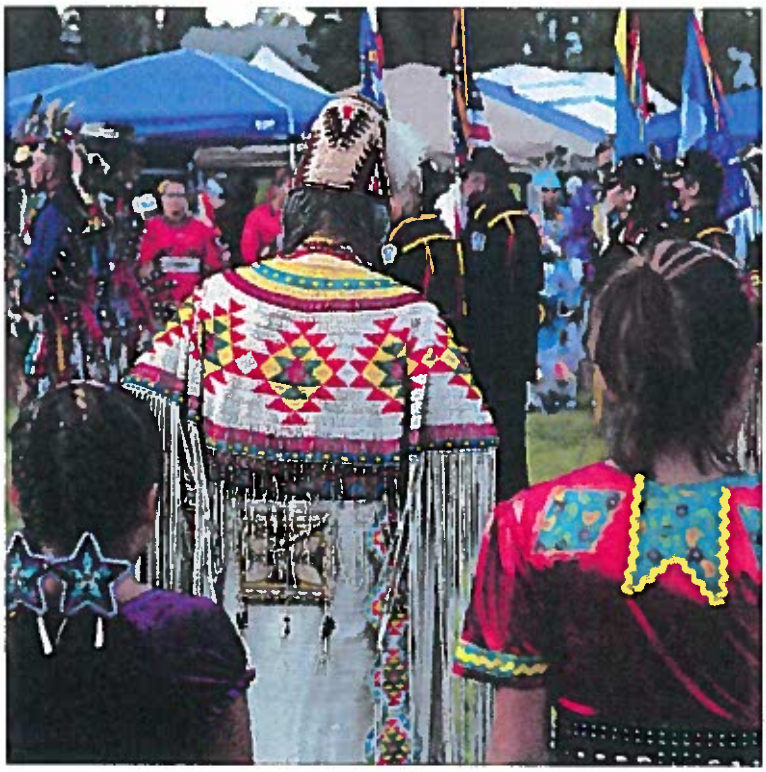
Are brick-and-mortar galleries viable today?
Selling art today is not an easy transaction. I have a couple of economics degrees, and I've spent a lot of time researching why people buy things. The human connection matters. People need to be able to touch and feel these pots and see them in person. I love to talk to people who come into my gallery. That's different than shopping online.

What's in store for the future?
I'm starting a pottery museum in the back of my gallery. Over the years, I've received a lot of gifts from important studio potters. I was willed a collection by Patricia Probst, an amazing potter. My goal is to protect the history of these artists.

native culture

POWWOW PAGEANTRY

Feather headdresses cast hawk-like shadows in the June sun while drums boom and beaded dresses flow. As the dancers' feet start to pound, dances offer insights into every song, motion and sentiment. Arts and crafts vendors sell handmade goods a few yards away from the performers, while the scents of Indian tacos, fry bread and other customary foods fill the air.

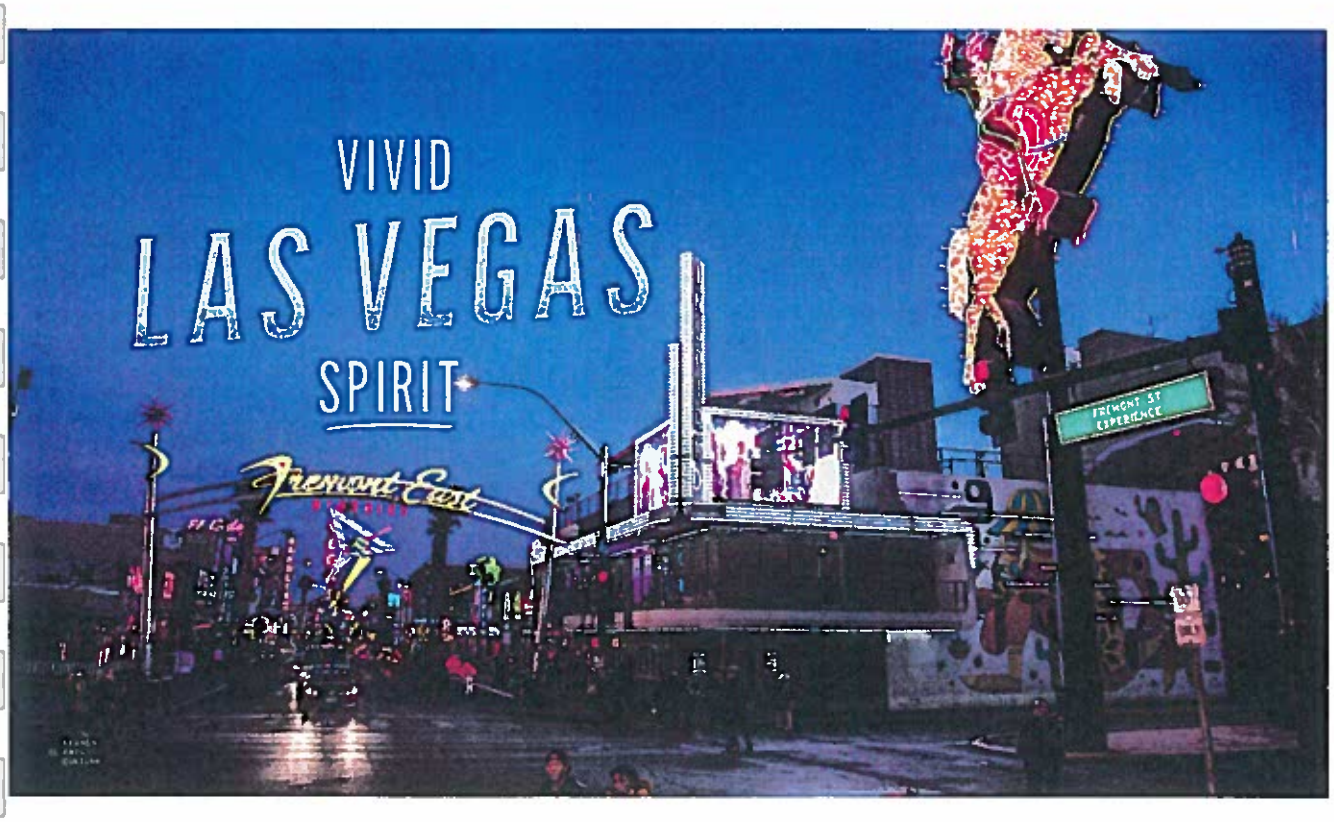


EACH FATHER'S DAY WEEKEND, OVER 200 DANCERS ACROSS THE NATION DECKED IN DANCE REGALIA GATHER IN CARSON CITY TO CELEBRATE THEIR 9,000-YEAR-OLD LEGACY ON THE GREAT BASIN. UNLIKE OTHER POW'WOW'S, WHICH ARE OFTEN HELD INDOORS, THIS ONE TAKES PLACE ON THE GRASSY CAMPUS OF THE FORMER STEWART INDIAN SCHOOL.

experience a powwow

The Stewart Father's Day Powwow [illegible] is open to the public. Use your phone to view a self-guided walking tour of the former Stewart Indian School grounds and its historic buildings.

VIVID LAS VEGAS SPIRIT



YES, VEGAS DOES CULTURE—ON ITS OWN TERMS. BALANCING RESPECT FOR THE PAST WITH BOLD EVOLUTION PRODUCES A BLEND OF MUSEUMS, ART, MUSIC AND MORE THAT FEW CITIES CAN MATCH.

LAS VEGAS

BEYOND THE STRIP

EVEN WHEN THERE'S NOT A SHOWGIRL OR FAMOUS MAGICIAN IN SIGHT, THE VEGAS VALLEY SHOWCASES A CULTURAL SCENE THAT KEEPS SURPRISING LONGTIME VISITORS

Las Vegas is done playing cultural catch-up with other cities. Head downtown, where countless murals enliven the buildings of the Fremont East Entertainment District. In the same area, the bell tower of the Valley's newest performing arts center stands proudly against a casino skyline.

Downtown continues to repurpose its past to put its evolution in context, offering rehabilitated neon displays and new concept bars like R-bar, which sells literally everything in the premises, including the barstools, drink glasses and even the bar. The area features live venues, eateries, urban shopping and bars (like the historic Atomic Liquors, named for the nuke it once offered of a nuclear testing site) and also offers a few urban curiosities like the Downtown Container Park, a collection of boutiques, galleries and eateries housed in shipping containers.

At the Fremont Street Experience (across Las Vegas Boulevard), neon signs and overhead shows on the world's largest video screen get

ABOVE LEFT: The Arts District, also known as 18b, gets its name from its original 18 block area. **ABOVE RIGHT:** At Makoshi's Union Cutting and Grooming in 18b, Lawrence Soto makes hub an art form (and plays in a local band). **OPPOSITE:** Located outside The Smith Center for the Performing Arts, Tim Bavington's Pipe Dream Installation features 39 colors of painted "pipes."

> Vegas means comedy, tragedy, happiness and sadness all at the same time.
>
> ARTIE LANGE
> Comedian

competition from the colorful characters who inhabit the pedestrian streetscape.

A mile south, the Arts District (or 18b) has become a bona fide downtown alternative to the Strip, featuring the requisite hip drinkeries, but also fostering public art gardens and playhouses, scrappy galleries (most residing in the multi-level hodge-podge known as The Arts Factory), unique restaurants like Cornish Pasty Company, and numerous antiques and vintage apparel stores.

If your pursuit of heirlooms and second-hand goods gets a more ambitious keep, take US 95 South toward the ever-charming Boulder City Historic District. But once you witness the burg's loyal preservation of its 1930s-to-'60s, you won't want to spend all afternoon thrifting indoors. Walk north on Nevada Way to take in the restored buildings like the Department of Water and Power Building, an example of the late Spanish Colonial Revival aesthetic, and local eateries, then continue walking through the historic district to gawk at the public art. Don't miss the Boulder City/Hoover Dam Museum (and its lost Boulder Dam Hotel) or the Nevada State Railroad Museum and its 45-minute scenic ride through the desert.

The area isn't all about nostalgia. Hipster influence shows in the live music scene, with bars like The Top and The Dillinger featuring retro-chic inspired by downtown Vegas. The

400-seat Theatre hosts annual draws like the Dam Short Film Festival and the Boulder City Chautauqua. Characters come and go from the stage, but it's the 80-year-old theater itself that helps define the city's character – one fortified with tradition, eccentricity and Nevada pluck.

MUSEUMS

In a flashy city that embraces transformation (often by blowing up iconic sites) a museum seems almost ironic. But the archival and artistic institutions in Las Vegas treat local history and culture with straight-faced respect – no irony, no snark.

The most comprehensive archive, the flagship Nevada State Museum, is located at Springs Preserve (about 9 miles from the Strip), a lush collection of museums, galleries and a botanical garden at the ancient water source for Native Americans in the area. The state museum highlights both the region's natural history and cultural narratives, including showgirl costumes, antique slot machines, Rat Pack personalities and mining stories. Also at Springs Preserve, visitors can learn about the region's water development, native Mojave desert habitats and archaeological sites.

Eighty-two years after its construction on the Colorado River 33 miles from Vegas, the Hoover Dam remains a marvel of engineering and design, from its minimalist towers to its majestic sculptures. You can drive across the

ABOVE: Artist Jerry Miller paints wall art on a small and large scale. His mural is in UNLV exhibits. The Nevada State Railroad Museum offers train rides and exhibits. See art in a contemporary setting at Marjorie Barrick Museum of Art.

dam or tour its 6.6 million tons of concrete. Borrowing through the tunnels and surveying giant generators feels like a trip into the lair of a Bond villain, highlighted by staring down the 726-foot face, where 96 dam workers lost their lives (some entombed there).

In 18b on Main Street, the Burlesque Hall of Fame reflects the anything-goes spirit of mid-20th-century Vegas while stepping short of retro camp. On Fremont Street, The Mob Museum is as exhaustive as it is unflinching in its presentation of organized crime – and law enforcement's role in fighting it.

The National Atomic Testing Museum, a Smithsonian affiliate, offers another look at Nevada's mid-century history. Visitors can look at the first air-to-air missile or watch an atomic test video from a bunker simulating the ground once stood in the desert outside town.

The University of Nevada, Las Vegas' Marjorie Barrick Museum of Art, now in its fifth decade, has evolved into southern Nevada's fine arts gallery mirroring the diversity of the city it serves. The collection includes artifacts, traditional regional works and contemporary exhibitions.

In Overton, the Lost City Museum houses Native American artifacts from the Pueblo Grande de Nevada archaeological site.

THEATER

In the heart of downtown, culture does a show-stopper spectacle. This is nowhere more apparent than at The Smith Center for the Performing Arts, home to troupes like the Las

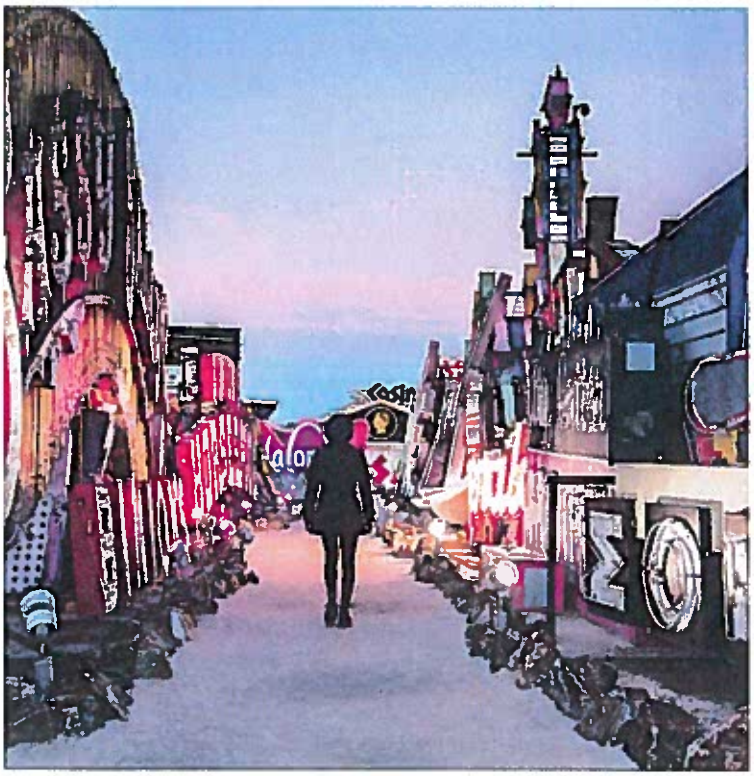
ABOVE: See Broadway Las Vegas, musical acts and ballet at the Smith Center for the Performing Arts home. A Columbian mammoth dwarfs visitors to Nevada State Museum. OPPOSITE: Mid-century gems fill the Retro Vegas antique shop.

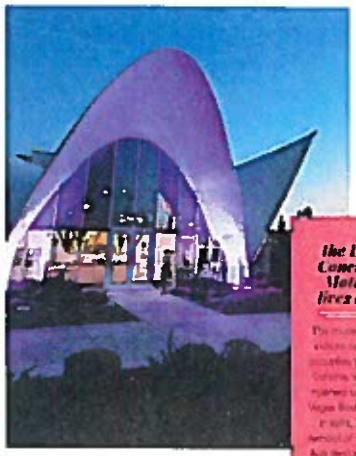
Vegas Philharmonic and Nevada Ballet Theatre, now in its 43th season. The ballet's former home is also another epicenter of fine arts programming: UNLV's Artemus W. Ham Concert Hall. It's a must-visit venue for touring performing arts and the resident creative force of various bands in the university's jazz studies program.

Featuring more intimate venues, Asylum Theatre and Public Fit present indie and classic productions. Visit *entertainmentvegas.com* for a list of theater, music and dance in the city.

THE GLOW OF HISTORY

In a city that wrote much of its legend in blazing signage, The Neon Museum represents a buzzing, illuminated archive. Visitors to the courtyard at the north end of town find dozens of signs, including icons like the Stardust marquee and Treasure Island's giant skull.





THE BONEYARD'S HIDDEN GEMS INCLUDE LETTERS FROM CAESARS PALACE AND THE DANCING IMAGE OF THE HAPPY SHIRT FROM STEINER CLEANERS. THE SHOP LAUNDERED LIBERACE'S FAMOUSLY FLASHY CAPES, A JOB THAT OCCASIONALLY REQUIRED REMOVING AND REATTACHING EVERY RHINESTONE.

The La Concha Motel lives on

The museum's [illegible] The La Concha, which opened on Las Vegas Boulevard in 1961. The [illegible] Age design was saved from the wrecking ball and moved to downtown [illegible] in 2008.

How does having a father from Mexico and a mother from Guatemala influence your art?

When I first started making art, I had this notion about what kind of art I had to make to be accepted. I was hesitant to make my work about my identity because once I did that, I knew I'd be pigeonholed into that category. But I realized I loved making work that was personal.

What was the genesis of the large-scale piñatas that are some of your best-known works?

I see the piñata as a symbol that represents my Latinidad, my identity. The piñata is something we all know, and we understand the materials it's made of. But there are many meanings behind the piñata. It's used during celebrations and birthdays, but it was also used as a religious symbol. The original shape was a circle with seven spikes on it to represent the Seven Deadly Sins.

> I make a lot of work about families and food and landscapes. The more personal it is, the more universal it is.

What inspired you to create the papier-mâché Chevy Impala lowrider in L.A.'s Petersen Automotive Museum?

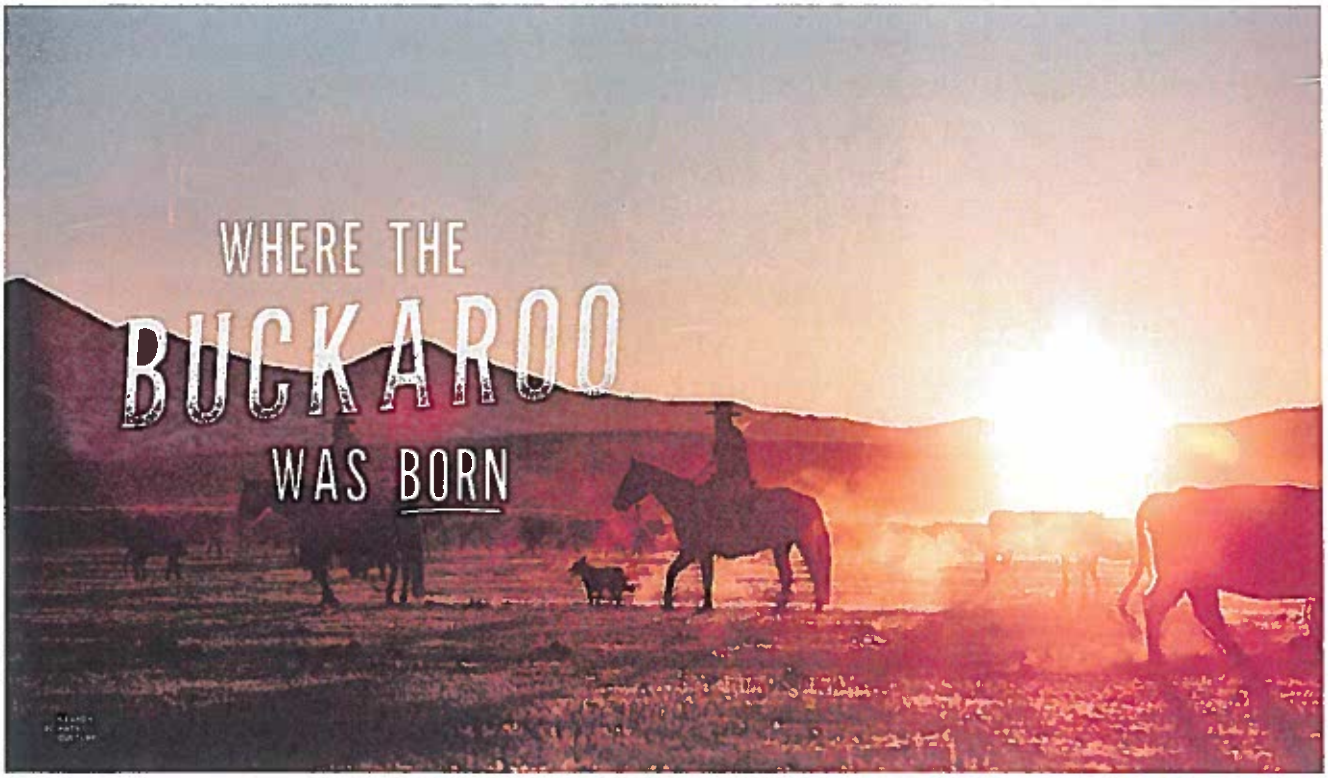
I was thinking about symbols of Chicano, Mexican and Mexican American culture. The lowrider is like the piñata. There are many levels to it. In the United States, the automobile is a symbol of our progress. We're very proud of our cars. For a Latino family to take an old car, resurrect it from the dead and make it into this beautiful piece of artwork – that's powerful.

Why is almost all of your art so BIG?

I'm a big person and I take up a lot of space, so maybe that's part of it. But it's also the scale of things in Las Vegas. Everything is big here. Artists who live in the West have more space to be able to make big art.

You have a podcast?

I co-host it with Emmanuel Ortega, PhD, who is an art historian and my best friend. We banter on a topic or we interview artists or people from our community. We started it because there was no Latino representation in the podcast world.



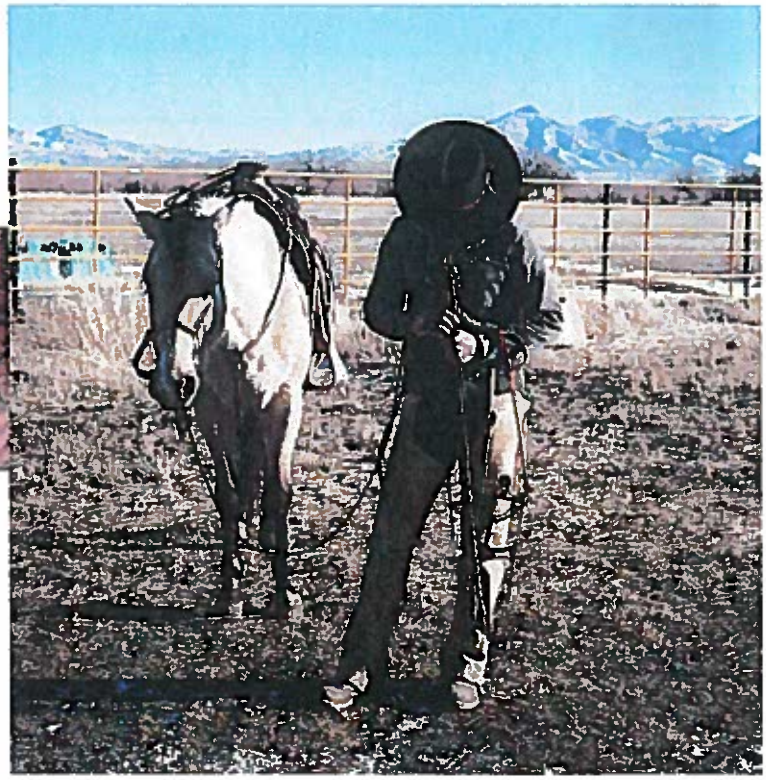
WHERE THE BUCKAROO WAS BORN

TO COWBOYS, A RIDER FROM THE GREAT BASIN IS OBVIOUS FROM ACROSS A VALLEY IN THE VASTNESS OF NORTHERN NEVADA. THE STORIES, CLOTHING AND FOOD ALL CARRY A DISTINCT ACCENT—ONE THAT SPEAKS OF BUCKAROOS AND BASQUES.

ELKO & WINNEMUCCA

GUARDIAN OF TRADITION

IN NEVADA'S NORTHERN COUNTRY GEAR AND CUISINE CREATED TO SERVE 19TH-CENTURY WORKING PEOPLE CONTINUE TO PULL THEIR WEIGHT



There's no formal dress code for a Great Basin cowboy, but there's an outfit just the same: flat-brimmed hat, underslung boot heels, and ornate leatherwork. Unlike, say, Texas cowboys, often hemmed in by thick brush, the Great Basin buckaroos run their ropes long, their lasses wide and their saddles tall. Even in rugged working conditions, style counts. As Western painter Charles M. Russell once said, "These cow people were generally strong on pretty."

ABOVE, FROM LEFT: Spurs and a saddle crafted at Elko's J.M. Capriola, which is equal parts museum and supplier to working buckaroos. OPPOSITE: Mike Johnson of the Glaser Ranch herds branded gear typical of the Great Basin.

The first riders of the Great Basin spoke Spanish, calling themselves "vaquero," meaning "fine horseman" or "cowman." Pronounce that "v" like a "b," the way the Spanish do, and you'll quickly land, as the riders did, at "buckaroo." The California Gold Rush and the Transcontinental Railroad triggered European settlement in the Great Basin, a 200,000-square-mile stretch of mountains, alkali flats, deserts and sage-brush steppe that captures every creek, river and stream within

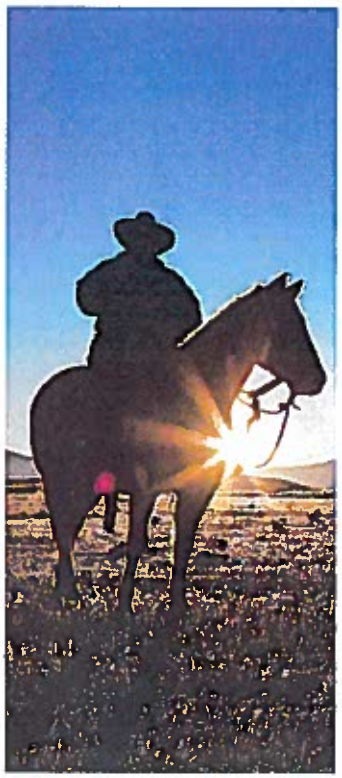
> The West has become a caricature of itself. The reality is buried pretty deep, but there is a reality. I live it every day.
>
> CAROLYN DUFURRENA
> [illegible]

its borders. These settlers bold enough to run cattle here developed a passion for the aesthetics of their trade. Borrowing from a style born of the arrival of the Spanish in Mexico and the Californian riders they influenced, the buckaroos quickly became known for their intricate rawhide braids, silver-mounted spurs, fur chaps and stamped saddles. Every item is both practical and polished. The story is on display at the Buckaroo Hall of Fame and Heritage Museum on Winnemucca's main boulevard. But for the version that's still very much alive, swing by J M Capriola, an Elko gear shop that opened in 1920 and survives as the heart of the buckaroo art.

"We hand-tool every single piece of work that comes out of here. It's not just working tack gear, it's functional art," says Capriola co-owner Susan Wright, who runs the shop with her husband, John, and a small staff of longtime employees. In the store's 103 years, it's only changed family hands once and has never lost focus on the fact that a cowboy carries his resume in the gear on his horse. "That was the rodeo, y'e everything. That was their pride, their joy, their hard-earned money. Everything went into the gear they put on their horses."

Today, the shop with the red horse mounted on the roof continues under its original slogan, "Guardian of tradition." Inside, the air carries the warm scent of leather and oil. Glass cases hold antique bits and spurs, vintage saddles line shelves, and old photos of cowboys pack the walls. Workers tap at intricate leather tools, producing ornate flowers over the surface of a future saddle.

"Everything we build here is going to be some sort of heirloom, built with high quality, precision and craftsmanship," John says. "It will last you and give you the ability to hand it down."



above: Fourth-generation J M Capriola leather worker Armando Delgado.

THE HERDERS

The Great Basin's other signature culture began after the Gold Rush of the mid 1800s. Leaving their homeland in the Pyrenees on the border of France and Spain, many Basques (pronounced BASKS) came to herd sheep, while others came to work the mines, but soon recalibrated. Both groups raised sheep and sold them to the miners, their distinctive wagons dotting the vast Nevada landscape.

Today Basque culture still flowers towns like Winnemucca and Elko, which host annual Basque festivals, and where Basque cuisine — with a Nevada twist — reigns. Whereas seafood dominates the menu in the coastal Basque homeland, the fare in northern Nevada is heavy on meat: lamb chops, pork loins, sirloin steaks piled high with fresh garlic. All of it served family style with plenty of bread and red wine.

"When the sheepherders used to come in during the wintertime, they would eat and live at the boarding houses, so they bring the bell for dinner and everyone would come in," says 27-year-old Zach Arbulaga, a Basque-bred in Elko. Zach's grandmother immigrated from the home country in 1961 and soon began cooking at the Nevada Dinner House. She taught Zach the family recipes. "I like the idea of sharing our culture with people, and I think the easiest way to do that is through food," he says.

Visitors today can taste the region's heritage at events sponsored by the Elko Basque Club or at the Star Hotel, opened as a Basque boarding house in 1910 and now one of the most popular Basque restaurants. Meals under the Star's copper ceiling center on enormous steaks and a few seafood options. The food comes family style. But one thing you won't have to share is the signature drink: Picon Punch, a cocktail starring bitter-sweet Amer Picon orange liqueur and invented, naturally, by Basque settlers.

VOICES FROM THE LAND

IN THE GREAT BASIN, THE SCALE CHANGES. LIFE LOOMS LARGER. IMAGINATION RUNS WILD. STORIES ARE BORN.

In the Pyramid Lake Paiute Tribe [illegible] Ralph [illegible] Burnett's stories of his people. When his [illegible] was a child, she was kidnapped and taken to a government boarding school, where [illegible] young Native Americans of her generation [illegible] learned English. Eventually her cousin [illegible] sent her to the 248 square-mile reservation, where her parents hid her from the government agents. He [illegible] Ralph's own mother married and left him as a boy with his grandfather, Ralph's great-uncle Wesley Burnett, a cowboy. [illegible] the boy, and he would tell stories to pass the time.

Ralph's stories [illegible] with the National Endowment for the Arts in 2013. "The way a story works can [illegible] changing [illegible] depending [illegible] the mouse, the snow, the horse, the coyote and wild hay. The wind. It's not [illegible] now, [illegible] I'm hungry. Just [illegible] me, mother, [illegible] I will give up [illegible] big and you will not be [illegible]," [illegible] the coyote planted the seeds and left. Later, as the mouse [illegible] out."

[illegible] Ralph [illegible] near the Virginia Mountains. The storyteller received a National Heritage Fellowship from the National Endowment for the Arts in 2013 and a Nevada Heritage Award in 2011.

She's the rugged scent of essence/ and immense in scope and feel/ mountainous and rightly stubborn/ cold and sensuous and real.

FROM "DAME NEVADA"
by Waddie Mitchell, a pioneer of land-frequent mercenary at the National Cowboy Poetry Gathering

his work at the tribal museum, where visitors can see exhibits on Paiute history and attend special events.

Ralph's message is always delivered through stories like that of the coyote and the mouse. "The moral of that one is to be satisfied with what you have, or you will lose everything," he told the National Endowment for the Arts. "And that's the way I tend to live. I am satisfied, but if something comes to me, I'll accept it."

THE GATHERING

The end of each January, the town of Elko on I-80 swells with thousands of visitors as the National Cowboy Poetry Gathering launches its six-day run. Multiple theaters echo with story and song, continuing the long and democratic tradition of rhyming on the range.

When cowpunchers rode the cattle trails north after the Civil War, they filled the long hours by composing rhymes on horseback and later swapping them around the fire. Today, a segment of those who work intimately with the land – such as northern Nevada's buckaroos – continue to record the details of their world in meter, rhyme and, increasingly, free verse.

"For me, cowboy poetry is an avenue to explain the life we lead to people whose idea of it has been shaped by movies and television," says poet Carolyn Dufurrena, who lives on a ranch north of Winnemucca.

OPPOSITE: Western and folk music complement the poetry at Elko's National Cowboy Poetry Gathering. Singer-songwriter Trinity Seely sweets cowgirl tunes. Washington, D.C.-based artist Brian Farrow performs on both fiddle and upright bass.

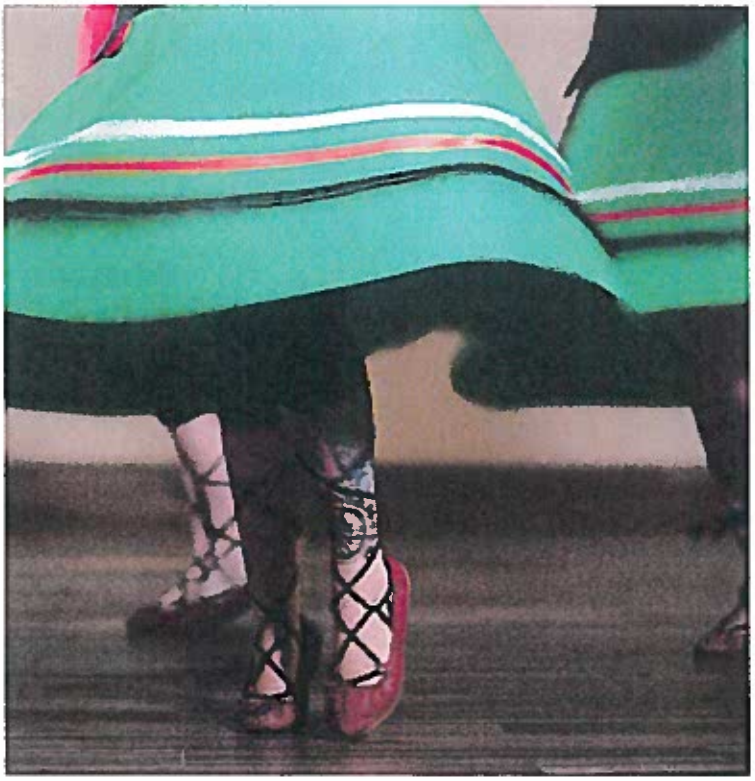
"So I think, in the cowboy poetry world, my job, my mission even, is to tell stories about what happens in the cowboy world, right here and now, in the middle of nowhere on a ranch in the Nevada desert."

During the gathering, venues fill up fast – not only for national cowboy acts like Michael Martin Murphey, but also film screenings, open mic sessions, and workshops on rawhide braiding, Dutch oven cooking and dancing. Cowboy hats fill steakhouses and the bar at the Star Hotel, where Basque herders have gathered for a century. Stars such as poet Baxter Black or singer Don Edwards have often shown up at the late-night get-togethers. The gathering's producer and curator, the Western Folklife Center, stays open year-round, revealing the frontier way of life with exhibits, shows and a built-in historic saloon.

art object

DANCES WITH STORIES

The Elko Artful Dancers, now numbering nearly 100, first performed in 1968. They appear at numerous festivals and have performed at the Smithsonian Folklife Festival in Washington, DC. Every dance tells a story, such as entreating a good harvest or honoring the homeland.



THE COSTUME COLORS, INSPIRED BY THE BASQUE FLAG, CARRY SPECIFIC MEANINGS. RED DENOTES THE PEOPLE OF SPAIN'S BISCAY PROVINCE. GREEN REPRESENTS INDEPENDENCE. WHITE SYMBOLIZES PURITY. ELKO DANCERS WEAR ALL THREE COLORS, BUT THEIR TRADITIONAL SKIRT IS RED.

see the dancers

The highlight of the Artful Dancers' year comes at Elko's National Basque Festival. The Basque Festival, the weekend closest to July 4, is one of the largest celebrations of Basque culture and heritage in the United States.

How has geography influenced storytelling here?
We're 225 to 300 miles in every direction from everything, so the Basques reestablished themselves in this kind of island. The language was key to their cultural identity. Growing up in Nevada, all of Nevada was home if you were Basque. And both the cowboys of the West and the Basques had *bertsolarismo* – an improvisational form of our tradition.

How does that play out in your work?
Etchearria is derived from the word for "new house" in Basque and is regionally the most common of all Basque surnames. My novel *Etchearria* is based on my grandparents and their establishing the first Basque hotel in Nevada – it's like a 100-year-old conversation.

How can visitors connect with the Basque culture?
One Sunday a month, you can join the incantation-rich luncheon at the Basque club, where the connections are enduring. But the biggest living legacy is the Basque hotels. They developed their own cuisine, relying on lamb and beef in place of the seafood from the home country. There's family-style food, conviviality – it's the great cultural incubator of the Basque culture. My grandparents' hotel was still there, too.
And the Basque Festival is like our Fourth of July. If you're hiking, look for tree carvings. When the Basques spent months herding sheep, they'd make carvings (called arbor glyphs) on Aspen trees.

How do you personally connect with the landscape and its history?
The Basque character is particularly private, insular and taciturn, and the mountains and the Great Basin are the greatest expanse of gorgeous nothing in the country. I can go up to the Ruby Mountains, and the 1920s still exist. I wouldn't live anywhere else.

> The place that drew those people hasn't changed, and as long as it is here, the culture is here.

Marketing Committee Member

Resumes

DON'T FENCE ME IN

NEVADA

TravelNevada.com

KRISTIN WINDBIGLER
windbigler@gmail.com
+1 707 499 1310

EXPERIENCE

Executive Director, Western Folklife Center
June 2017 - Present
Establish vision for mission-driven arts & culture organization that produces the annual National Cowboy Poetry Gathering in Elko, NV, as well year-round education and entertainment programs. The Gathering attracts several thousand visitors to Elko every January.

Director, TED Translators, TED Conferences
October 2008 – 2017
Founded and launched volunteer-based translation program in May 2009 with 300 translations (subtitles) in 40 languages. Grew program to 30,000 volunteers in 155 countries. They completed more than 100,000 translations in 115+ languages to help TED fulfill its mission to become a global exchange of ideas through its popular TED Talks videos.

Principal, M-W Consulting Group
March 2000 – 2009
Created and articulated vision; managed large- and small-scale development projects; analyzed and improved user experience and information architecture; mentored junior-level producers and product managers.

Senior Product Strategist/Research Associate, Giant Ant Design
August 2005 – February 2007
Clients included Yamaha, Corning, and several startups; determined how ethnographic and quantitative research could most effectively meet client goals; conducted studies using appropriate methodologies and analyzed findings; evaluated and pinpointed problems with information architecture, user interface, and/or content offerings; made strategic recommendations for product improvement based on discoveries.

Co-founder Hits.org
May 1996 – May 2000
Established not-for-profit organization that brought technology savvy volunteers from the Bay Area to rural Humboldt County, CA, for workshops at schools and community centers. Project highlights were a mobile computer bus we built and a digital history project that assisted residents with capturing local stories, digitizing old family photos, and preserving local knowledge and heritage.

Executive Producer Wired Digital
November 1997 – April 2000
Created successful web brand (Webmonkey) and profitable product; led diverse collaborative team and complex projects; increased pageviews and revenue by 300 percent two years in a row with no marketing budget.

Senior Editor Wired Digital
August 1995 – November 1997
Developed and managed a variety of programming channels for world's first commercial website; wrote and edited copy for Webmonkey, Net Surf Central, Wired News, and Adrenaline; managed freelance writers and led story development.

EDUCATION

Bachelor of Arts, California State University, Chico, 1992

25 February 2018

Jennifer Cunningham
Executive Vice President
Reno-Sparks Convention and Visitors Authority
4001 S. Virginia St., Suite G
Reno, NV 89502 USA

Dear Jennifer,

I wanted to thank you for reaching out to me regarding the position with the Travel Nevada Marketing Committee, it was unexpected and very much appreciated. I would welcome the opportunity to be a part of the Travel Nevada organization. I believe my experience, knowledge, and insights from my involvement in the tourism industry both at the state and regional level I can effectively contribute to the organization and would look forward to it. I have also included a bio that provides information on my background and experience. Should you need any additional information, please don't hesitate to contact me.

Thank you again for suggesting me it is very much appreciated.

Sincerely,

Carl Ribaudo
President
SMG Consulting

Carl@smgonline.net/530.957.5299

Carl Ribaudo
carl@smgonline.net
530.957.5299 (cell)

Overview

Carl is a strategic thinker, thought leader and innovator in the tourism industry. As the founder and president of SMG Consulting, Carl has consulted with over forty destinations as well as State tourism agencies nationally and developed and implemented a wide range of projects including, marketing research, marketing strategy and planning, tourism economic analysis, measurement and organizational change management. Carl is a trusted advisor to numerous CEO's and senior executives throughout the industry.

He has also been both a guest speaker and a panelist at several industry conferences including ESTO, Visit California, Travel Nevada and the Mountain Travel Symposium. Carl serves as an advisor to the Recreation, Parks and Tourism Department at San Francisco State University, is the Chairman of the Tahoe Resources Conservation District (TRCD) and was recently appointed to the Visit California Research & ROI Committee. Carl has served on a variety of regional tourism organizations including RASC, Ski Lake Tahoe, The Lake Tahoe Visitors Authority, the South Lake Tahoe Airport Commission. The Tahoe South Chamber of Commerce and more.

In addition to his work with businesses and government, Carl served as an adjunct faculty member at Sierra Nevada College, Lake Tahoe, where he taught courses in marketing and advertising. He has also taught seminars on tourism marketing at the University of Nevada, Reno.

Carl has published a number of marketing strategy articles including The Changing Dynamics of Destination Competitiveness, Overtourism: When is There Too Much Tourism, Is Legal Marijuana the Next Big Thing in California Tourism? Maybe Not and Navigating Change: The Reno-Lake Tahoe Tourism Industry. Carl also writes a monthly op-ed page and has published a number motorcycle touring related articles.

He enjoys riding his BMW motorcycle on two-lane roads throughout the west, trap shooting, and golf.

SMG Consulting-

- President, Tourism, and Recreation consulting firm.

Organizations:

- Tahoe Resource Conservation District, Chairman
- San Francisco State University, Recreation & Tourism Department, Advisory Committee
- El Dorado Arts Council, Board Member

Education

Carl obtained a Bachelor of Science degree from California State University at Northridge. He received his Master's degree in Business Administration (MBA) from San Francisco State University Graduate School of Business. He also completed a certificate program at Cornell University in Organizational Change Leadership.

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Agency Reports

DON'T FENCE ME IN

NEVADA

TravelNevada.com

NEVADA DIVISION OF TOURISM

SECOND QUARTER (OCTOBER THROUGH DECEMBER), FY18 REPORT

KEY INITIATIVES

1. EVOLVE THE BRAND

Research-Driven Integrated Marketing

- TravelNevada, in conjunction with Fahlgren Mortine, began an engagement with Cardinal Path to analyze current data strategy to outline a clear roadmap of workflows and measurement in order to identify better KPI alignments. The process began with an onsite discovery workshop and covered a number of topics that will culminate with short-term and long-term initiatives attached to a tangible timeline.

- Arrivalist is a platform that measures the impact marketing and advertising has on influencing arrivals. Through use of their newly-released technology, TravelNevada has begun measuring device movement within the state. This technology captures all movement into and within Nevada on tagged devices, allowing us to measure the influence owned and paid media have on arrivals, as well as how this compares to non-media exposed visitors. The platform also allows for greater insight into the length of stay, overnight versus day trips and how specific campaigns, mediums, and sources contribute to these activities. Arrivalist is working with TravelNevada to apply pixels as appropriate so we can best measure visitor activity and then apply our findings appropriately.

- TravelNevada utilized their well-received Out-of-Home display, by hosting the 360 booth outside the Laxalt building on Nevada Day. Both locals and visitors were compelled by the video, and inspired to take a trip to Nevada destinations they may not have before visited.

- At this year's Governor's Global Tourism Summit at the Flamingo in Las Vegas, partners, media, and sales representatives were also able to participate in the 360 experience. As a result, international offices are looking for ways to incorporate the pieces into their regular efforts.

Paid Advertising/Creative Development

- TravelNevada launched the next iteration of creative for the Don't Fence Me In campaign. The new broadcast spot features wilderness athlete Aurel Baker heli-skiing in the Ruby Mountains. Other versions used in print and digital include the authentic characters David Low (Spring Mountain State park) and Erik Burke (Muralist).

- Always On advertising continued, with new creative applied in many applications including: Expedia, Priceline, Travel Spike, Lonely Planet, Atlas Obscura, Kinetic/Ad Parlor, Travel Channel/Scripps, Hulu, Pandora, and Trip Advisor (among others). As seasons and creative changed, so did the content, with landing pages, imagery, and copy getting a refresh, which continued onto TravelNevada.com and appropriate landing pages.

Digital Development

- The digital team implemented front-end creative changes to TravelNevada.com that complemented the Aurel Baker broadcast spot. A new "Plan Your Trip" page was designed as an easily navigable one-stop shop to map distances, locate resources, and ultimately book travel to and within Nevada.

- TravelNevada staff also applied a new type of interactive video, using the Aurel Baker long-form piece from the Insider's series. Using Clicktivated technology, a visitor can click through the video to learn more about the points of interest featured. The intention is to utilize these where it makes sense to increase engagement in all parts of the website.

- On the technical/administrative side, back-end improvements included changes to meta data, IG and Twitter cards, and the image library. Additionally, technical progress was made on the visitor "My Favorites" tool, that brings us closer to the ability to provide dynamically-driven content across multiple channels.

Public Relations

- **2018 Nevada Visitors Guide** was completed and printed in December and is now available at visitors bureaus, welcome centers, hotels, and airports throughout the state. It is also available for order through our website.

- **Domestic Media Outreach**
  Division of Tourism staff traveled to Los Angeles in October for one-on-one meetings ("desksides") with area media. Los Angeles is a vital market to Nevada, and it has been many years since the last year of these desksides in the market. Over the course of two days, staff and a representative from the integrated marketing agency met with nine journalists representing such media outlets as L.A. Weekly, Thrillist, Atlas Obscura, the Los Angeles Times, Travel Age West, L.A. Parent, TravelScope, Westways (the AAA magazine for Southern California, Traveling Mom, and the Huffington Post. Additionally, one meeting included a 30-minute recorded radio interview for On Travel Radio.

- Staff conducted a media tour themed "Grit & Gravel" in southern Nevada in November. Five journalists were taken on an adventure tour of southern Nevada including a bike ride on the River Mountains Loop, an ATV tour on the Logandale Trail System, a hike at Valley of Fire State Park, and rock climbing at Red Rock Canyon National Conservation Area. Participating media included writers for the Adventure Blog, Popular Mechanics, Climbing magazine, San Francisco Chronicle, Around the World With Justin, and social influencer Laura Lawson Visconti.

- **International Media Outreach**
  Nevada joined many other U.S. states and cities issuing "welcome" messages to international travelers. International visitation has dropped 4 percent in the first half of 2017, likely due to the strength of dollar making the U.S. an expensive destination and also due to a feeling of uncertainty about how safe and welcoming the U.S. is for overseas travelers. Nevada's welcome video (view it here: https://youtu.be/Lx0QbWSkgHw) has been shared with Brand USA, the U.S. Travel Association, the TravMedia press center (an online press room accessed by travel

journalists from all over the world), and each of Nevada's eight international markets. It has been shared on social media and has been made available to all Nevada state agencies to use at their pleasure. It has received 69,000 views on Facebook and was shared by 692 people.

- The Division of Tourism's social media manager, Kaitlin Godbey, was invited to speak at the Infopresse Marketing, Tourism, and Culture Conference in Montreal, Canada, in November. The conference organizers have been following TravelNevada's Instagram account and website and invited her to talk about content storytelling. They paid her travel expenses.

- The Division of Tourism's public relations work was recognized at the annual Public Relations Society of America, Sierra Nevada Chapter's Silver Spike Awards held in November. Entries are judged by a sister chapter in South Carolina and are judged on planning, execution, and results. We won:
    - First place (Silver Spike) for the Welcome to Nevada video, which included the governor and many Nevadans saying "welcome" to visitors.
    - Second place (Bronze Spike) for a "Weird Nevada" social media campaign.
    - Award of Excellence for our Annual Report publication
    - First place, Students' Choice, and **Best of Show** for our overall integrated consumer campaign ("Don't Fence Me In").

Social Media

TravelNevada saw great success on Facebook this quarter, especially on Nevada Day. We shared a Nevada Magazine article highlighting official state emblems. That post was shared 213 times, garnered nearly 4,500 reactions, and earned 21,046 unique impressions. Another success was that we increased our Instagram engagement by 183.4 percent compared to the previous quarter.

Maximize In-Market Representation

World Travel Market London is the leading global event for the United Kingdom's travel industry and is an extremely important event for us to help promote Nevada to this very important market. TravelNevada exhibited with the Las Vegas Convention and Visitors Authority November 6 – 8, 2017. TravelNevada had a full schedule of quality one-on-one appointments with the leading tour operators in the U.K. Our goal for this event was to find and meet with new buyers, to get actionable marketing proposals from the tour operators, strengthen existing relationships and generate high quality leads for our Nevada Industry Partners.

In-state Familiarization and Press Trips

On October 8 – 14, 2017, TravelNevada lead the American Airlines/FTI Touristik familiarization tour for 12 German tour operators, 1 Austrian tour operator, 1 representative from American Airlines and our representative from Germany. The trip started in Reno and finished in Las Vegas. Participants visited Reno, Lake Tahoe, Virginia City, The Loneliest Road in America, Ely, Great Basin National Park, Tonopah, Beatty, Pahrump, Valley of Fire State Park and Las Vegas. Everyone in the group was a first timer to rural Nevada and they were amazed at the beauty and diversity

of the state. Surveys have been sent out to the participants and the results so far have been very positive.

TravelNevada planned and hosted Australian fam trip to Nevada, October 18-25. Three top agents earned the fam trip by sell by Nevada product. Fam included a self-drive itinerary to Las Vegas, Ely, Eureka, Austin, Tonopah, Beatty, Pahrump, and Boulder City.

In-market Sales Missions

- On October 13 – 20, 2017, staff attended the LVCVA sales mission to Australia and New Zealand. Made sales presentations and had one on one business appointments with key tour operators and airlines. Leads were sent to Nevada partners.

- TravelNevada attended LVCVA sales mission to South America, November 1-13. The mission included visits to Santiago, Buenos Aires, and Porto Alegre as well as attending Festuris Gramado travel show in Brazil.

Brand USA Cooperative Marketing

- On October 2nd we received the results from our Germany Brand USA America Unlimited promotion. America Unlimited created a 30-second Nevada video which ran at 15 different cinemas within Germany. The promotion ran during the month of April and reached approximately 210,000 people. As an outcome of the promotion, American Unlimited received a total of 30% increased bookings, resulting in a total of 590 additional Nevada bookings.

- Results from our Brand USA China Multi-Channel Campaign that ran during the months of June to September 2017 came in on November 2nd. The program included a call to action campaign with Zhong Qing which generated a total of 3,000 itinerary bookings, a 20% increase from last year's bookings. The results show a total of 151,278 print distribution with World Traveller Magazine & Travel USA. A total of 202,333 impressions were generated with Weibo Traveller Channel, WeChat and Weibo GoUSA.

Domestic Sales Outreach

TravelNevada attended the Mark Travel Summit in Cancun, which is an exclusive event by invitation only. Mark Travel host the top 500 performing agents selling Funjet, Southwest Vacations, United Vacations and many others. The event features a tradeshow where many of the agents came by to collect materials and information on Nevada. 98 leads were shared with partners.

2. ENHANCE PARTNERSHIPS

Urban Sponsorships

The program is currently under review and staff will be establishing a formal application process and guidelines for FY18/19 and the June commission meeting.

Cooperative Marketing

Madden Media is planning and soliciting partnerships for a second Mandarin language newspaper insert, as well as a Spring/Summer domestic insert to be printed and distributed in May of this year.

TravelNevada.biz

D4 Media has developed a new grants application portal for the Rural Grants program, available on the site, and was utilized for the Rural Projects Relating to Tourism grant cycle which opened on November 6, 2017. Both the applicant and administrative interfaces were improved to make account creation and management easier and more intuitive. The portal will be further improved based on feedback from users.

Industry Partner Portal

Staff made trips to Territory meetings to ensure partner satisfaction in portal usage. The Las Vegas meeting in November produced several new partner accounts. Following the Governor's Global Tourism conference in December, where partners from all over the state engaged in conversation regarding the portal, staff was able to meet individual community members for hands-on training.

Behind the scenes, improvements continued on the Partner Portal, making it increasingly user-friendly for partners to provide information on their properties, attractions, events, and deals. These included updates to the image library and the establishment of auto-responders to notify partners of their online progress.

3. ADVOCATE FOR THE INDUSTRY

Both strategy for Reputation Management and the Tourism Means More Campaign are being assessed for implementation in FY18/19, with a focus on more expansive efforts preceding the legislative season.

4. ENGAGE STAKEHOLDERS

Grants

The 2nd Cycle Rural Marketing Grant Program was open for application submittals beginning August 7, 2017 with a September 29, 2017 deadline. We received 122 applications from 55 organizations requesting more than $1,089,400.00. We awarded $666,600.00 to 104 of those applications at the December 4th commission meeting. There were 4 first-time applicants. We get $1.65m annually.

The Nevada Division of Tourism receives $200,000.00 every biennial for our Rural Projects Relating to Tourism grant program. This program funds projects that improve infrastructure in an effort to improve the visitor experience. The application period for this cycle opened November 6, 2017 and has a January 19, 2018 deadline. Recommendations for awards will be presented at the March 2018 Nevada Commission on Tourism Board meeting.

Industry Conference Programming

Governor's Global Tourism Summit

The Division of Tourism required its international representatives to send two journalists from their respective markets to attend the summit and a media tour leading up to the summit. Each PR rep from the international markets attended as well in order to increase their knowledge of Nevada and to grow their relationships with the media from their markets. The theme of the tour was "Neon to Nature," a popular theme with international media because it marries the vibrant world-famous city of Las Vegas with the more adventurous rural side of Nevada. The itinerary included a foodie walking tour of the Strip, a day in Laughlin, ziplines in Boulder City, an air tour of the Grand Canyon, an OHV tour in Goodsprings, and a dinner and concert hosted by the LVCVA.

Media were required to attend the Media Marketplace during the Global Tourism Summit. The 90-minute marketplace allowed summit attendees to meet with the media and pitch story ideas to them. Verbal feedback from both the media and the participants was favorable, and the Media Marketplace has proven to be a valuable addition to the summit's agenda.

Local media covered the summit from a business perspective. The Las Vegas Review-Journal, KTNV-TV (Ch. 13), and the Associated Press attended and wrote articles about the summit, interviewing attendees and Division of Tourism staff.

Sister Agency Integration

As stated in the Strategic Plan, TravelNevada is making every effort to consider and integrate the needs of the sister agencies, especially related to Arts and Heritage tourism. The most notable project is the Arts and Heritage Guide being created by Meredith Media and distributed to the travel-minded readership of MidWest Living. This premier issue will shine a light on the diverse cultural offerings throughout the state, from Cowboy Poetry to the Vegas music scene. Meredith Media is also doing TravelNevada digital promotions through some of their national lifestyle publications, like *Better Homes and Gardens* and *Rachel Ray Every Day*.

Air Service

TravelNevada leadership was updated by the Abbi Agency and is planning on attending the March meeting of the Reno Air Services Corporation, as well as the next Marketing subcommittee.

5. RUN AN EFFECTIVE BUSINESS

- A new contract for Latin American representation was approved at the November 14th BOE. The contract for call center services was reassigned to Direct Call Centers LLC as of 12/1/17.
- All invoices received during the quarter were processed accordingly and for contract payments, with contract authority.
- The agency operated within the Legislatively Approved budget.
- A staff meeting with Tourism and Nevada Magazine staff took place in November to address the transition from the previous director to the interim director.
- In conjunction with Executive Audit, a half-day Internal Controls training took place on November 9th for all necessary DTCA staff in Northern Nevada.

Nevada Magazine

- Nevada Magazine held its second photography workshop and had over 70 attendees with 100% saying they would recommend it to a friend. It was a full day symposium with six speakers held at the legislative building.
- Our Art Director and Sales Manager traveled to Mesquite to get photos and information to complete their Chamber of Commerce Business Guide. This was a non-print revenue generating project for the magazine.
- We printed and sold the majority of our 2018 historical calendars and increased our personalized calendar sales by 10%.
- The Visitors Guide advertising sales netted a 10% year-over-year revenue increase.
- We completed out last two issues containing the Ancient Nevada and State Park series as well as stories on rural airports and the Reno Pinball Hall of Fame.
- Our distributors have asked for more copies as our newsstand sales continue to increase.

FY18 vs FY17 vs FY16 vs FY15 Tourism Category Expenditure Update Through March 9

Category	Description	FY18	FY17	FY16	FY15
CAT 02	Out-of-State Travel				
	Legislative Authority Amount:	$48,907.00	$49,406.00	$49,406.00	$49,796.00
	Actual Expenditures:	$26,733.25			
	Remaining Available Funds:	$22,173.75			
	% Spent YTD:	55%			
CAT 03	In-State Travel				
	Legislative Authority Amount:	$38,725.00	$43,496.00	$38,096.00	$45,735.00
	Actual Expenditures:	$17,360.64			
	Remaining Available Funds:	$21,364.36			
	% Spent YTD:	45%			
CAT 30	Training				
	Legislative Authority Amount:	$6,531.00	$7,086.00	$7,086.00	$6,485.00
	Actual Expenditures:	$6,234.19			
	Remaining Available Funds:	$296.81			
	% Spent YTD:	95%			
CAT 31	Promotion & Advertising				
	Legislative Authority Amount:	$15,201,987.00	$11,309,367.00	$12,168,367.00	$9,163,563.00
	Actual Expenditures:	$6,509,549.51			
	Remaining Available Funds:	$8,692,437.49			
	% Spent YTD:	43%			

DIVISION OF TOURISM

APRIL – JUNE 2018 UPCOMING ACTIVITIES

PUBLIC RELATIONS

German media tour - April 10-17

Two German journalists will tour Nevada from Las Vegas to Reno, Lake Tahoe, Virginia City, Highway 50, and Great Basin National Park. They are on assignment for several magazines, as well DPA, the primary German newswire (like the Associated Press).

New York City Media Mission - April 25-26

Industry partners and TravelNevada staff will be meeting with New York travel writers for a lunch event on April 25. The following day, staff will be meeting one-on-one with travel writers for a day of deskside appointments.

U.S. Travel Association Communications Committee Meeting - May 19

The Communications Committee is made up of spokespeople from organizations on the U.S. Travel Association Board. It meets twice a year and discusses issues facing the travel industry and formulates collective messaging to address them. Bethany will be attending the meeting on behalf of TravelNevada.

Latin America Media Mission - May 6-12

Industry partners and TravelNevada staff will be conducting media events and appointments in three media markets in Latin America – Mexico City; Santiago, Chile; and Buenos Aires, Argentina.

India media tour - June TBD

This is a co-op media tour with the LVCVA and will include primarily southern Nevada locations. The dates and itinerary are to be determined, as we are waiting for confirmation of CNN India's participation.

UK media tour - June 5-10

This media tour will focus on Reno's 150th birthday and activities in the Reno-Tahoe area. The group will visit both north and south Lake Tahoe, Carson Valley, and Reno.

France media tour - June 20-27

We will be hosting a group tour with a "Wild West" theme. The group will be attending the Reno Rodeo; touring Virginia City, Carson Valley, and Lake Tahoe; visiting the Stewart Indian School; and ending in Elko with a wild horse tour and visits to museums.

MARKETING

World Men's Curling - March 31- April 8

Devon will be attending the latter half of the event on our behalf. This fiscal year, we provided the Reno-Tahoe Winter Games with a $15,000 sponsorship to promote the 2018 Men's World Curling Championships, held in Las Vegas at the Orleans Arena. The event's first time back in the United States in ten years—and its first in Nevada—already stood to attract over 5,000 Canadians (Nevada's top international market) and other international visitors; however, the buzz was only further enhanced by falling on the heels of Team USA's first Olympic Gold Medal in Pyeongchang. Sponsorship included logo placement on rink boards, online, and in all printed collateral (program guides, etc.), in addition to staffed booth space.

Rural Roundup – April 11-13, 2018

IPW – May 19-23, 2018

SALES AND INDUSTRY PARTNERS

Rural Roundup – April 11 – 13
Rural Roundup will be held in Tonopah Nevada April 11-12-13, 2018. This annual conference brings together Nevada's rural tourism professionals and volunteers in an effort to provide them with the latest tools and techniques in marketing their destinations, attractions and events and to share ideas with one another to encourage collaboration in bringing visitors to Nevada from across the globe.

India FAM – April 20 – 22
TravelNevada is organizing a FAM consisting of Indian tour operators. They will begin their journey in Reno with site visits in Lake Tahoe, Virginia City, Carson Valley and Las Vegas.

UK Sales Mission – April 22 – 28
TravelNevada is pleased to announce that they will be leading a Sales Mission to the United Kingdom mid-April 2018. Highlights of this sales mission include sales agent training events in Glasgow, Scotland, Manchester and London, England as well as a media brunch that will be held in London as well. The goal of this sales mission is to use the expertise of our in-country rep firm to organize training sessions and media events with the leading tour operators and travel professionals in each city to provide our Nevada Tourism Partners with an opportunity to directly influence these key decision makers.

Nevada VIP FAM (Latin America) – April 22 – 28
TravelNevada will host a Latin American Fam April 22 – 28 for our new representatives in each country as well as invited tour operators. We will showcase Las Vegas, Ely, Elko, Virginia City and Lake Tahoe.

GTM West – May 15 – 17
GTM is an elite, appointment-only event that connects the most influential travel advisors in North America with global travel suppliers in powerhouse face-to-face meetings and exclusive boardroom sessions. This boutique-style event in Las Vegas provides a unique and interactive platform that supports the best sellers in the business, encouraging them to expand their supplier portfolio and grow their global book of business. The LVCVA is a major sponsor of this tradeshow.

IPW Denver – May 19 – 23
U.S. Travel Association's IPW is the travel industry's premier international marketplace and the largest generator of travel to the U.S. This show will support our efforts to raise awareness of Nevada as a tourism destination with identified international markets.

Boise Sales Event – June 7, 2018
TravelNevada will organize a sales event at the Idaho Penitentiary for travel/trade industry professionals. The sales event will be open to our partners to showcase Nevada.

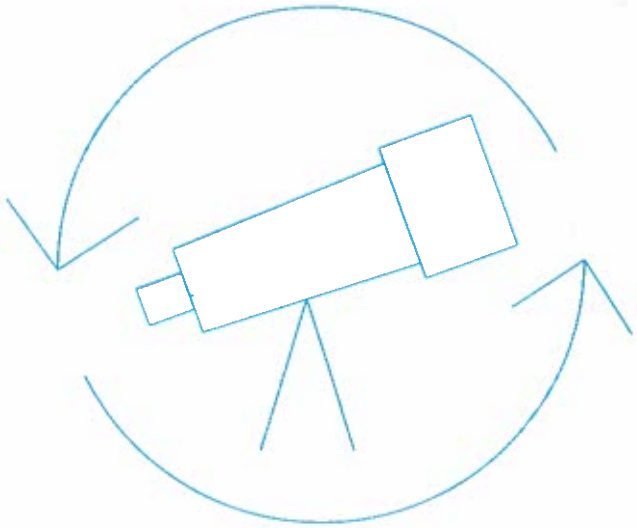
FREEMAN

Travel Nevada

INTL. POW WOW 2018

Custom Design

March 16, 2018



FREEMAN

event
IPW Pow Wow 2016(Vol.03.02)

client / project
Travel Nevada (1442.0371)

account executive
Jackie Powers

creative
Steve Lee

revision date
Mar 18, 2:18

Stewart Indian School

Presented by Sherry L. Rupert, Executive Director
State of Nevada Indian Commission

Stewart Indian School History 1890 - 1980

- In 1888 the Nevada Legislature passed a bill to establish a school to educate and train Indian children in Nevada
- The Carson Indian Training School opened on December 17, 1890 with 37 students and 3 teachers
- Stewart was one of the first 25 of the boarding schools in the nation

The First Students

- First students - Northern Nevada Great Basin tribes of Washoe, Paiute and Shoshone
- In the beginning, school enrollment consisted of students from kindergarten to eighth grade
- Children as young as 4 years old were sent to Stewart

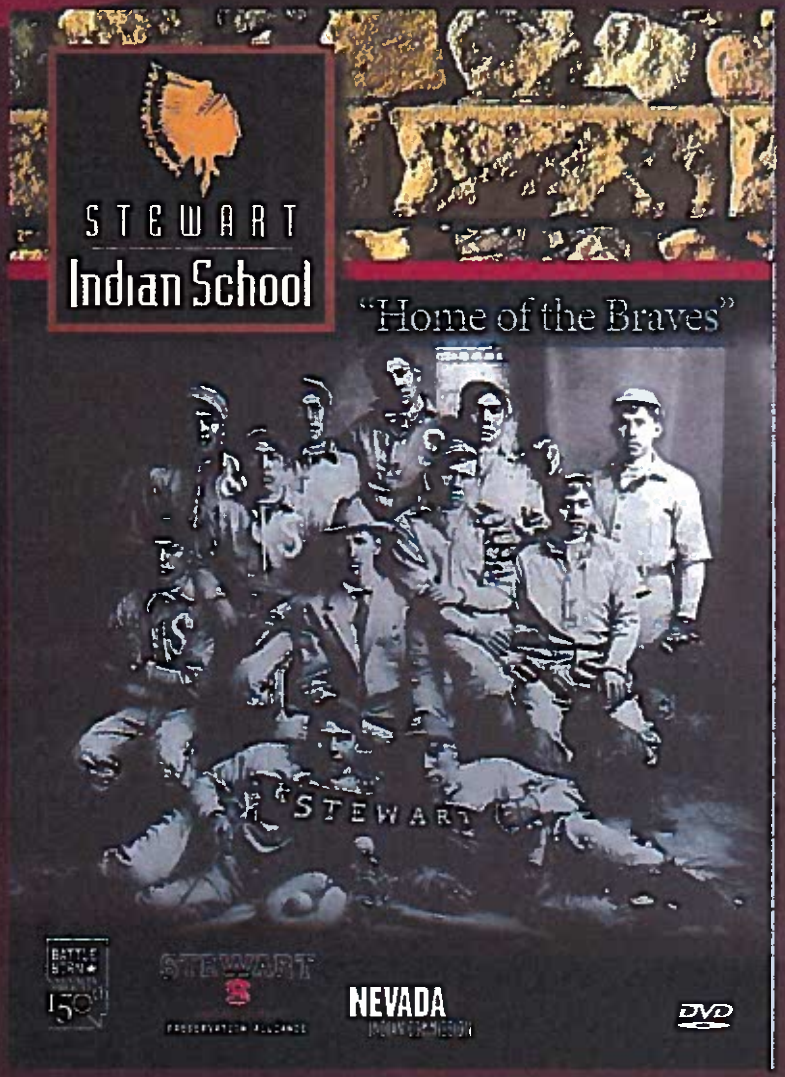
Forced Assimilation

- School attendance was mandatory
- Government officials arrived at Indian camps to gather all the children and take them to Stewart, often without parental consent
- Upon their arrival at the school students were forced to abide by strict rules of discipline which included harsh punishments
- Stewart was run with military precision and children were forced to wear uniforms

Stewart Father's Day Powwow

- This year's event is June 15-17, 2018
- 2017-2018 **Best Cultural Heritage Experience** by American Indian Alaska Native Tourism Association (AIANTA)
- 2015 Carson City Chamber **"Event of the Year"**
- Draws 3,000 Attendees for 3 nights in Carson City

Stewart Indian School Oral Histories and Documentary



- Completed 15 additional Stewart Alumni Oral Histories - Through a grant from the NV 150 Foundation
- Completed the Stewart Indian School Documentary: *Stewart Indian School, Home of the Braves* – Through a grant from the NV 150 Foundation to SISPA

2015 Legislative Session

- Stewart Indian School Living Legacy Budget - **APPROVED!**
  - 2 New Positions Created
    - Museum Director and Curator Hired!
- Senate Bill 63 – **SIGNED BY THE GOVERNOR**
  - Creates the Nevada Indian Commission's Gift Fund and designates the Commission as the coordinating agency for the uses and activities of the Stewart Indian School.
- Assembly Bill 15 – **SIGNED BY THE GOVERNOR**
  - Creates an account for the protection and rehabilitation of the Stewart Indian School.
- Capital Improvement Project – **APPROVED**
  - Design and Construction Documents for Welcome & Information Center and Stewart Master Plan

2016 Room Tax Funds – Building 4 Renovation

- Former Guest Cottage Renovation Completed
- Houses the Staff for the Cultural Center
  - Museum Director
  - Curator
- Technology Installed
- New Phone System

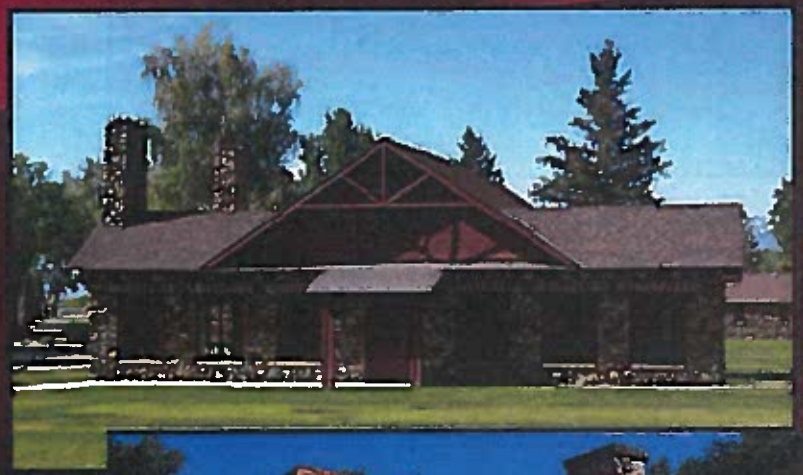
2016 Room Tax Funds – Master Plan

- Covers the 110-Acre Campus and 72 Buildings
- Includes Interpretive Plan, Business Plan and Strategic Plan
- **Complete April 2018**

2016 Room Tax Funds – NHL Application

- Hired a Consultant to Write the Application
- National Park Service (NPS) designation
- 2-5 Year Process
  - Letter of Inquiry
  - Application and Comparative Analysis (**Complete May 2018**)
  - NPS Committee
  - Secretary of the Interior final determination
- Does not Guarantee Funding
- Elevates Stature

2017 Legislative Session



- Capital Improvement Project – **APPROVED**
  - $4.5 Million Construction and Exhibits for the **Stewart Indian School Cultural Center and a Welcome Center** (2 Buildings)
  - $1.2 Million for a **New Roof on the Old Gym**
  - **Construction Begins July 2018**
    - Blessing Ceremony Early July 2018
  - **Grand Opening Expected Early 2019**

Thank You for Your Support!

- Support and attend the Stewart Father's Day Powwow, June 15-17, 2018
- Support and attend the American Indian Achievement Award Banquet and Silent Auction – Saturday, November 17, 2018
- Like us on Facebook
- Visit our website frequently for information on upcoming events (www.StewartIndianSchool.com)

QUESTIONS?

Contact Information

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