

**Nevada Commission on Tourism | Marketing Committee  
Transcribed Minutes | November 18, 2021**

The Nevada Commission on Tourism held a Marketing Committee meeting at 9:01 a.m. on November 18, 2021 via Zoom.

**Call to Order**

Fletch Brunelle, Chair, called the meeting to order at 9:01 a.m..

**Committee Members Present**

Carl Ribaud  
Christina Erny  
Cynthia Mun  
Deny Dotson  
Fletch Brunelle

**Committee Members Absent/Excused**

N/A

**Staff Present**

M.E. Kawchack  
Mikalee Byerman  
Anton Eckert  
Kyle Shulz

**Guests Present**

Omnitrak staff  
Fahlgren Mortise staff  
Noble Studios staff  
BVK staff

BRUNELLE: All right. Good morning, everyone, and welcome to the Nevada Commission on Tourism Marketing Committee meeting. I'd like to call the meeting to order, and it is November 18th, 2021, at 9:01 a.m. M.E., can you confirm that this was properly noticed and posted?

KAWCHACK: Yes, it was. M.E. Kawchack for the record.

BRUNELLE: Very good. Thank you, M.E. Please call roll.

KAWCHACK: Fletch Brunelle.

BRUNELLE: Here.

KAWCHACK: Christina Erny.

ERNY: Here.

KAWCHACK: Carl Ribaud.

RIBAUDO: Here.

KAWCHACK: Deny Dotson.

DOTSON: Here.

KAWCHACK: And Cynthia Mun.

MUN: Present.

KAWCHACK: We are all here and we have a quorum.

BRUNELLE: All right. So can we move to opening comments, M.E.? As a reminder, these comments are of the committee and then we'll get into the public comment section, so M.E.?

KAWCHACK: Okay. Thank you, everybody. Thanks for being here today. I know it's been a little bit since we last met because we had a lot of back-to-back meetings toward the end of last fiscal year. Today, we're going to take a look at last year's Integrated Marketing Effectiveness Study and the opportunities and the learnings that we have, as well as from the first quarter of our current campaign. We have been able to move to the second-tier budget, which is great news. We are expecting to have projections next week, so today, we would like to further consider shifting dollars to serve some new opportunities, so we'll address that today. You'll also meet new staff members and get an update on our ongoing programs of Travel Nevada. There's a lot to get to today, so I will allow the meeting to go ahead and proceed now.

BRUNELLE: Good. Thank you. Let's move on to Item B, public comments. Is anyone on the line for public comment?

KAWCHACK: M.E. Kawchack for the record. It does not look like there is. I don't have any public comment and I did not receive any emails. Thank you.

BRUNELLE: Excellent. So next on the agenda is Item C, approval of minutes. This is for the June 9th, 2021 meeting. Are there any proposals by way of a motion for any matter relating to those minutes? Hearing none, do we have a motion to approve those minutes?

MUN: Sure. Cynthia Mun for the record. I make a motion to approve the minutes

BRUNELLE: Any second?

ERNY: I'll second. Christina Erny.

BRUNELLE: Okay. We have a motion and a second. All in favor, say aye.

MULTIPLE: Aye.

BRUNELLE: Any opposed? Motion carries. We can now move on to agenda Item D, introduction of new staff. M.E.?

KAWCHACK: Thank you. I am so happy today to be able to introduce you to two new marketing and tourism professionals to the Travel Nevada team. Mikalee Byerman joined us as our Chief Marketing Officer back in August and Anton Eckert joined us as Chief Industry Development Officer. I know that some of you have had a chance to meet both of these members in person, but I'm going to give them a moment to go ahead and introduce themselves and tell you a little bit about their background, so Mikalee.

BYERMAN: Thank you so much and I'm very grateful to be here. My name, as many of you know, is Mikalee Byerman. I'm the CMO. I've only been here since August, so learning a ton every day and while my background is not in travel and tourism or DMO, I have eight years of experience working as the VP of strategy for a local advertising agency, the Estipona Group, and a background in magazine publishing and travel writing, so I'm looking forward to using all of this and helping to tell the Nevada story and learning from all of you amazing people, so thank you very much for the opportunity.

KAWCHACK: Thank you so much, Mikalee. Anton?

ECKERT: Hi everyone. Good morning. I'm Anton Eckert and I am the Chief Industry Development Officer, as M.E. mentioned and, first of all, thank you for having me at this meeting because I know typically as someone in my area of the department doesn't typically present, but I have some great news to talk to you about today, so I'm really excited about that. My background is I actually started out in advertising, so I do understand the marketing side of it, but I really transitioned over to the tourism side and really working with the travel trade and developing industry programs for different destinations like Visit California, and San Francisco, so you'll hear a bit more about some of the ideas we have for today later on.

KAWCHACK: Thank you, Anton. M.E. Kawchack for the record. So we can move on to the next item. You'll hear from Anton later in the meeting.

BRUNELLE: Very good. Next on the agenda is Item E, Integrated Marketing Effectiveness Study. Kyle Shulz?

KYLE: Thanks so much. Each year in conjunction with the OmniTrak Group, we field this Integrated Marketing Effectiveness Study. Just as a reminder to people on the call, this study surveys travelers in markets that we're advertising to and measures awareness of our advertising efforts along with other perception metrics of the state. We wanted to take this opportunity this morning to have the OmniTrak Group run through these results at a high level for Fiscal Year 2021, and here to present this is the president and CEO of the OmniTrak Group, Chris Kam. So Chris, if you want to take it away, great.

KAM: Certainly. Thank you, Kyle. Let me just call up a deck of slides. Boom. There we go. Thank you for the opportunity to share some insights with you. Well, let me start by sharing a little bit. I'm Chris Kam, president and, and actually COO of the OmniTrak Group, Inc. Also on this call, we have Michelle Drenker who is our senior research director and, and the actual brains and driving force behind all of our integrated marketing studies, including this one. She lives, she breathes, she thinks integrated marketing, and I'm sure she dreams about it as well. Also on our team, we have Lydia Poole who's not here. She does our syndicated research and she is another one who lives, breathes, and speaks data, and we're all happy to be here and happy to engage with you folks on our research. I actually moved the key takeaway slides in the end, but I moved the copy up to the front as well because I've got about two hours' worth of slides and which I'm going to run through in 15 minutes and I wanted to make sure we had enough time to talk about this slide, plus I'm a researcher so I can be boring and I want to make sure that you don't fall asleep before I get to the key takeaways. Anyway, the key takeaways on what you're going to hear this morning and things to keep an ear out for are that basically Travel Nevada's integrated marketing efforts work. They positively impact travel considerations. They positively affect travel planning activities and bookings, and they also play a positive role in impacting perceptions of Nevada as a tourism destination and Nevada as a place to live, to work, to play, to study, et cetera. So you have this wonderful campaign that we know works. What are you going to do with it? And what we found is that we've got to pick some markets to target with this campaign and our research shows that not all markets are created equally. In particular, your new and emerging markets stay longer and they spend twice as much as your established markets and your local resident travel market, and when you take the first bullet and the second bullet into consideration, and you look at what's going on in the travel marketplace, basically air travel demand is returning. So now is a great time to

consider growing Nevada's presence in long-haul markets, in particular, the new and emerging markets, while maintaining demand from your residents and your established markets.

Moving right along, just a quick word on what's going on in the travel marketplace because Nevada, like any destination, does not, from a marketing standpoint, operate in a vacuum or Cuisinart or anything like that. But what we're seeing in our syndicated data set that when we take a look at US travel for the nation as a whole, leisure travel has rebounded in 2021 sort of, because the volumes basically in the first quarter reached about three-quarters of where it was in 2019. In the second quarter, it was basically pulling near even with 2019 peak levels. Third quarter, the variant came into play, dropped off again to about 75% of peak levels, so the rebound has not been even. The segments within the rebound have not been even either. It's been car travel over air travel, leisure over business, local and regional travel over long-haul travel, but I guess the good news is people were just born to travel. They were not born and their DNA was not made for them to stay at home. They want to get back to traveling. Air travel demand is returning and in particular, avid travelers are leading the way. These avid travelers are people that really, really appreciate the travel experience. They like the sights, the sounds, the everything has to do with travel, unlike perhaps casual travelers who say, I could travel, but, you know, and again, I couldn't. So what we're seeing in terms of air travel, 26% of the people we've surveyed, according to our preliminary numbers this month, are likely to say they are extremely likely to vacation by air in the next 12 months compared to 18% at the same time last year and you see that across the board for each of the regions of the US. What this is important to note is that you'll see the west. People in the west are 10 percentage points higher this year, so what does that mean? That means that a lot of the local and the regional traffic that may have been feeding into Nevada over the last year, these people are going to start going further and farther, but at the same time, you also have the opportunity to once again target long-haul travelers from other areas of the US.

Enough about the market. Let's get into the top-line results of the integrated marketing effectiveness measurements that we do for you. There are four objectives that we look at when we're doing this piece of research. Basically, from an overall point of view, it's to measure the impact of your integrated marketing campaign looking at it in terms of awareness, it's impact on brand perceptions, intent to visit from your key source markets. But we also look at how Nevada ranks among its competitive set and gain insights into your target audience in terms of behaviors, attitudes, motivators towards travel and so forth and last but not least, we look at the bottom line, what is the return on investment of Travel Nevada's marketing programs. This is how we get there. We define the target audience as people aged 21 and over who took an overnight leisure trip in the past 24 months and we look at a long list of cities, but really these city markets that we're looking at really makes sense to break them into four major groups, the resident segment, the established market segment, emerging market segment, and finally, the new market segment. What we find from the measurements is that on an unaided basis, we basically asked travelers which destinations do you recall seeing marketing from? And Nevada places second. That -- and Nevada, I think, is second only to California of unaided recall actually increasing four points over the prior year. Meanwhile, California and Arizona were flat. Utah, Wyoming, and Idaho were up slightly. Colorado and Oregon were down in count, I guess. The rest of the slides now have to do with, we moved from unaided awareness to aided awareness and in terms of aided awareness, this is where we ask, have you seen specific campaign elements of Travel Nevada's marketing campaigns. Aided awareness of the integrated marketing campaign has decreased over the last three years, but it pulled down primarily by a decrease in awareness of paid media and earned media, whereas owned, the website, the social media channels, had a slight increase. While awareness was slightly down, what we did see is that those people that did come that were exposed to the campaign were positively impacted in terms of travel considerations for traveling to Nevada in the next 24 months. Overall, the, the people that were exposed to the campaign were 20 percentage points more than likely to visit Nevada in the twenty-four months than people who did not see the campaign. Residents were 13 percentage points higher, but really the new and the emerging markets were the really keys that we saw, so it positively stimulated all the markets. It's stimulating considerations is great and it's fantastic but at the end of the day, you don't take considerations to the bank, so we take it one more step further when we do the integrated marketing factor measurements. I mean, it's not like people say who said, I'm going to consider Nevada, but actually didn't make the trip. They didn't say, I'm sorry about that, but I'll give you 50 bucks now and I'll come next year, nothing like that, so that's why we actually look at what actions they're taking for those people that say they were exposed and they're aware, what else are they doing? And, you know, the,

the largest things that they do, well, 18% actually book a trip to Nevada, 39% have added additional attractions in Nevada but the largest portion say they sought more information about Nevada. In addition to increasing considerations and increasing follow-up actions to the campaign, the integrated marketing campaign also has a very positive impact on items related to the economic development of the destination. It's really related to what's happened during the pandemic as people are rethinking about their current lives and where they currently live. I think we talked about real estate earlier and happy to report that people who have been exposed to the campaign also think more positively of Nevada as a place to live, a place to work, a place to study, and a place to do business, all which work in Nevada's favor as people reevaluate where they currently live and think about where they want to move to and within our syndicated data set, we actually have seen an increase in the percentage of people saying that they're not just traveling but they're traveling to experience a new city they might possibly want to live in, so then the campaign works and the integrated marketing campaign works.

But something we also noted in the research is it has a different effect in terms of awareness and actions taken by the various segments of the market that you folks look at. Let's look at two in particular, Nevada residents and emerging markets. Nevada residents, with 43% aware of the campaign, they have the greatest amount of awareness but they also have the greatest (at 32%) saying no impact after they were aware of the campaign and exposed to the campaign. They also have the greatest number of people saying that the campaign was nice, but it had no effect on me. Comparing that to emerging markets where you've got 32% aware of the campaign, but only 15% saying it had no effect and they actually sought more information. They booked trips, they lengthened their planned stay, they added attractions. You can see the difference in the impact of the campaign on the different market segments and the impact is important on the different market segments because, let's go almost to the bottom line, travel spending. In-destination spending is highest among those traveling from the new and emerging markets. When you look at the new and emerging there on the left-hand side, you'll see that they're spending almost twice as much as residents and the established markets and that's true across the categories as well. We'll take it one step further. Let's go truly to the bottom line. Once you take into account awareness of the integrated marketing campaign, any impact that campaign has had on travelers and their travel plans for the next 12 months, we can truly get to the bottom line and look at the estimated spending of travelers to Nevada in terms of just total dollars and in terms of estimated tax revenue, so you'll see when you compare the emerging of the new market, they're spending much more than residents but at the same time, can't ignore those established markets. So while we recommend looking considering expanding into the new and emerging markets, we also strongly encourage you to maintain your presence in the established markets. So as you start targeting new markets, this is who you're up against. Basically if you're looking at the emerging and the new markets, in addition to considering travel to Nevada, these same people are also considering travel to California and Colorado. That would be your, your biggest competition in terms of the emerging and the new markets. In the established and the resident markets, basically people are considering Nevada and California. What kind of messaging would you have to engage in and what are your strengths and weaknesses when it comes to messaging? This kind of takes a look at that. Along the vertical axis, we ranked these destination attributes in terms of importance, when travelers are picking a vacation destination, and then along the horizontal axis, we are ranking how they rate each of those categories, and we plot the horizontal and vertical together, puts it into four quadrants. The top quadrant is where your destination attributes that you were strong at appear and so that's where we see that people consider Nevada strongly as being beautiful, scenic, having a variety of things to do, be friendly and welcoming, and having outdoors adventures, easy to explore and sightsee by car. Meanwhile, the top left quadrant is what we call the areas of opportunity. These are areas where they are considered important but Nevada isn't ranked as strong as its strengths, so the areas where the messages are, it could be improved on with good value for the money, it's restful and relaxing. The local history and culture is always an intriguing one too. The residents that follow and the others are related for more of the safety perceptions of Nevada. How do you move those measures from opportunities to strengths? This is how. From our other measurements of the integrated marketing campaign, we know that those who are exposed and aware of the campaign have higher destination brand perceptions than those who are not exposed. For example, when it comes to safety from a public health perspective, those who are exposed, rated Nevada 31 percentage points higher than those who are not exposed. The campaign also creates more of family-friendly activities for children, destination perception that residents and

visitors that follow health and safety guidelines that it's restful and relaxing and so forth. So basically the integrated campaign has a very positive impact on destination attributes.

Taking a deeper dive into the actual travelers to get a better idea of what they, you know, what motivates them for travel, and into their minds, basically they want to take a break from everyday life. They want to explore and see new things. They're trying to treat themselves. They're going for rest and relaxation. They want to feel alive and energetic and do activities they can only do on vacation. These are the kinds of areas that they're open to visiting, state or national parks, beach destinations, small towns, villages, and so forth all the way down to lake destinations and on the other hand, the ones that are ranked lower are cities and metro areas, themes and amusement parks, casinos, resorts. In terms of the top travel inspiration sources that we're seeing currently, it's friends, relatives. That's nothing new. Destination websites are growing in importance. Travel review websites are also important as well as social media posts and video sites like YouTube. The top types of information that people are open to receiving, including latest travel deals and savings, practical travel information, and travel safety information, which aligns with some of the things we're seeing in our national research. Interest in travel is incredibly strong. The biggest barriers to travel right now is basically there are concerns about the affordability of travel. Safety and personal financial concerns are much less, but the affordability of travel is a big one. So once again, the key takeaways, the integrated marketing campaign works. You've got to figure out where you want to target with your main campaign. Not all markets are created equal. Your new and emerging markets, they're spending twice as much as your Nevada residents and visitors from established markets, and with air travel returning, now is a great time to consider increasing Nevada's presence in the longer-haul new and emerging markets while maintaining demand from residents and established markets. That is it. If you have any questions?

RIBAUDO: Yeah, I just -- Fletch, you ready for questions?

BRUNELLE: Yes. We are. Thank you, Carl.

RIBAUDO: Yeah. Real quickly, I really appreciated the report. I read it all. Lots of data and I appreciate it. I'm sure there's usability to it. For the purposes of our discussion, I'm very interested in the information in the big deck that focuses on our comp set and particularly slides 76, 81, and, and 86, but the point of it is, I think there's a deeper and richer analysis that we in the staff have to do to really reshape our strategy a little bit. I think there's some opportunity here and I've talked to M.E. about this. If we really look at just taking California out of the analysis, just put it aside for a minute, there really -- it's just a different ballgame.

What really becomes clear to me is we have a chance and an opportunity to be the number two of western destinations and states. We can compete against every one of these western states and begin to own this number two position, but we've got to retweak our strategy a little bit or see the playing field differently and California, in my view, is a distraction for Travel Nevada's focus and it really needs to look at the rest of the other players out there and I think that's a strategic goal that we probably should have some discussion on and make sure everyone's in agreement. But I really think the number two position in the west is open for us to take, in my view, and I think the data supports it and I think a deeper analysis of this data, especially the slide 76 to 86 in the big deck, I think would help us all see that, so I just bring that point forward for us to consider because I I really finally see the opportunity very clearly now that I hadn't seen before and this data helped bring it out to me.

MUN: So --

BRUNELLE: Yes, Cynthia?

MUN: Cynthia Mun for the record. In this current presentation that we just saw, a lot of it wasn't surprising, in terms of, okay, there's pent-up demand. Everybody's been cooped up for a while. They're going to start to travel, but it showed that what we've been doing in terms of marketing, in terms of online work, our presence, even

though it was not as much, people still remembered us, but on the other hand, Nevada has gotten so much better during the pandemic in terms of what we have to offer, all the things that we've been saying we're about. Before the pandemic, we didn't do Explore Nevada, in terms of as many differing Nevada items. But we shouldn't really think about Nevada residents as our core customers going forward after the pandemic, is my guess, right? That was just kind of a swift change in strategy because we were stuck. Everyone was stuck. But then when you think about prior to the pandemic, Nevada was doing really well as well. It wasn't like we were suffering, so I agree completely with Carl in that we have this position of number two spot, but we weren't that far prior to the pandemic as who we were, so I think in terms of this continual comparison to the Nevada versus not Nevada residents is kind of a little bit off the point possibly and that the emerging markets and new markets is where we're really concentrating on. Is that not correct?

KAWCHACK: All right. I did want to address the resident versus non-resident because this IME was for last year. We did have to measure within Nevada because that's where our advertising was, so I want to hear from the other committee members on the points that Carl and Cynthia have made but I'll just let you know that what you're saying, we completely agreed with. We asterisked everywhere we were number two and said, , we can come up in these other ones where we might be number three, and that's going to be our goal. Between this presentation and you'll see later, with BVK and Fahlgren, and I think that there's just a lot of opportunities here that we're ready to shift gears on, so I'll turn it over.

BRUNELLE: Any other questions or comments from the committee?

ERNY: No, I just agree with what Carl and Cynthia said and I know one of the key takeaways was the Nevada residents are opportunities, but to your point, even if they show that way in the data, I agree that we did that during the pandemic, and I think that was appropriate, but those really big opportunities are going to come from those emerging and new markets, I feel.

BRUNELLE: All right. Thank you, Christina. So if there aren't any other comments or questions, I'd like to move on to agenda Item F, the report on Fiscal Year '22 and the Q1 campaign. M.E.?

KAWCHACK: Okay. Thank you. So at this time, I'd like to introduce Aliesha Oldenburg from BVK. In the spring, you heard from her colleagues at BVK on our creative audit and strategy. She'll provide an update on our content framework and our opportunities that we're prepared to address later today, along with Fahlgren presentation, so right after Alicia's presentation, we'll go right into Bobby Ritzi's presentation from Fahlgren Mortine, and then we'll do questions at the end of both. Thank you.

OLDENBURG: About six months ago, as M.E. said, for Travel Nevada, we really wanted to explore the landscape of freedom. There's a lot of different ways that we can think about freedom. We can think about open space. We can think about self-discovery. We can think about rebellion. We can think wide-open spaces, the freedom to be who you want to be, so we really wanted to explore that value of freedom to see if there was a great way to continue to make it relevant and differentiate it during travel as we come out of that pandemic era, and so what we've done with this next exercise is we've taken that kind of self-discovery platform that we came up with and we've just taken another look at how can we continue to make this relevant and differentiate it, and to find opportunities for optimization, so taking a look at our competitive market, we saw that outdoors and adventure continue to dominate the competitive landscape, but competitors are also leveraging messaging around family and connecting to others, and we think that the (Inaudible) using this messaging is that's an increased desire for our travelers. We also see that that space of quirky unique experiences in Nevada or transformative travel, that continues to be a wide-open space. Our competitors really are not leveraging that idea. Consumers also continue to seek connection while traveling, not only with their families, but also by meeting locals, making friends, and pursuing romances, so people are really looking to make all different types of connection while traveling, not just with their family. The idea of spontaneity or openness, that's really such a big part of the freedom of discovery and so much a part of Nevada, that continues to be really important in travel. Travelers are really wanting to get out of the box. They want to get out of their comfort zone and three audiences that

are really key here are Gen Z, business travelers, and Hispanic travelers. They really emerge as people being particularly interested in being open and spontaneous. Simplicity is also key here. We've gone through an era of restrictions and protocols and stress, and travelers are really looking to relax and rejuvenate. They're looking for things that are simple. They're looking for destinations and travel brands that can really help them navigate and put together guides and travel offerings that are simple and help them have kind of a stress-free vacation. Consumers also increasingly want to be seen as a traveler versus a tourist, so they're really seeking to have this authentic, immersive local experience, and they really want to stay in unique accommodations. They don't want the trip to end when they walk into their hotel or Airbnb. They really want to stay somewhere unique as well and also, the new aspiration in travel is kind of going during the off-season. It's kind of a luxury aspiration that you can go and have a better experience, have the place to yourself, and also have an impact on the destination sustainability as it reduces crowding. We're also seeing what we're calling the great reset, so confronted with the realities of the pandemic and uncertainty in life, consumers are really looking to reset their goals and redefine their life. They're seeking a fresh start and the ability to rediscover what they value and who they are and what's really important to them. We see a record number of people changing their jobs or quitting their careers and kind of pivoting, so people are really looking for spaces that help them discover who they are. Travel has always been an excellent way to tap into people's sense of purpose and adventure, but as the softer characteristics supersede traditional aspirations like wealth, travel will need to evolve in order to emphasize not just its escape from traditional life but its role in defining a new one. So coming back to that recommendation of the freedom of self-discovery, the pandemic has really caused people to seek new experiences, reset their priorities, and rediscover who they are and the freedom of self-discovery campaign is more important to our travelers than ever. What we've done is we've taken our original content framework, which was based on our core value of freedom and the strategy of freedom of self-discovery. We had put together three different content buckets, being unusual experiences, inspiring culture, and transformative connection and now based on this second exploration exercise that we've done, we've added some more recommendations and opportunities just to continue to differentiate and continue to keep this relevant to our consumers, so under that unusual experiences bucket, there's an opportunity to really target our Gen Z, Hispanic travelers, and business or bleisure travelers, as they seek kind of that spontaneity and new unusual experiences. There's also an opportunity to continue to leverage that unique stay trend, the uncommon overnights that you can have in Nevada. This is increasingly becoming important to our travelers. Or inspiring culture, we can really position off-season travel as a way to have that more positive impact on the destination while continuing to have that authentic local experience and we can also develop opportunities for travelers to connect with locals in the destination. Finally, under transformative connection, in addition to family connection, how can we have travelers make other connections in our destination? Can we think of ways for them to connect with locals and meet new friends, and then finally, overall, not falling under any specific content bucket but really being key opportunities for this campaign in general, how can we feature Nevada experiences that are simple, that improve wellness and mental health and encourage self-discovery and self-care, and how can we demonstrate that a trip to Nevada can help travelers reset and redefine who they are and what's important to them. So these are some recommendations to continue to tweak and optimize this freedom of self-discovery space as we continue on. Thank you.

**BRUNELLE:** Thank you, Aliesha. Before we move on to the second part of the presentation, any questions or comments from the committee?

**RIBAUDO:** Yeah, Fletch, just a quick one. I really love this concept of self-discovery. I think it has a great opportunity to provide growth of an individual and its connection to a place. One of the concepts that I've become fascinated on is desire mapping and the question I would have is as people look to self-discover, they do that to fulfill some desire and if you guys have more thoughts on that -- we don't have to get into it today, but I think it's not just self-discovery, it's self-discovery to fulfill a desire and the more we understand what those desires are, I think we're better enabled to tweak messaging and all the things, all the good things that you're recommending, so it's, just an observation that I've had and in terms of a lot of self-discovery and desire. So I throw that out there for thought and consideration, but nice, nice work.

DOTSON: Yeah, Fletch, Deny here, and I would, I would concur. I think we actually talked about the word freedom at our last time we met, and it really holds true, I think, especially as you get into rural parts of Nevada, people were looking for a place where they're honestly not -- don't have to hassle or think about what we've had to go through the last year or a year-and-a-half, and I think it's also important to, to leverage that, if we do want to stay in that second position, when we see these grant funds or ARPA or, you know, CARES funding come out in the millions of dollars that are coming out of California, we can use that to our leverage. It's unique. It's something that no matter how much money you've got or spend, you're not going to feel maybe as comfortable or be able to enjoy your freedoms as much in certain areas of California as you will here in Nevada.

MUN: Cynthia Mun for the record. So I have to agree with Deny in that I think the idea of freedom resonates more with me than self-discovery and I think also in terms of what's going on in the country and ideas that are percolating, I think this idea of freedom is hitting me stronger and I'm not very conservative, but I still like that idea a lot more.

RIBAUDO: You, you know, there's a broader shift going on that I think we're grabbing into and that is, I just went to Cal Travel's thing a couple months ago and one of the big trends in California are the gateway cities are hurt. San Francisco, LA, San Diego have not recovered, won't recover. It'll be two or three years out before they do recover and the rural parts of the state are carrying the state now and I think that speaks to the advantage of what we're seeing in Nevada and this continued opportunity to also really submit this number 2 in the west positioning and whether it's self-discovery, freedom, you guys can tweak that, but the moment is here to really nail that down and I think it's a great discussion to have.

MUN: I completely agree with you, Carl. I think Nevada is in a really unique position in that we're the entire state, and there's a lot of interesting big things like in the two major cities and then this past year-and-a-half, we've been kind of marketing all our rural areas. That's become really interesting for many people, and recently, I met a whole bunch of women rock climbers who have driven their vans that are souped up from Texas, Oregon, and they're camping out, outside of Red Rock and they just all came here and they were asking me for restaurant recommendations, but who knew? And these are these women who just came to Nevada because they've, they've heard about this place now that they wouldn't have come before, so I, I think Nevada is really going to be an amazing place for all the things that we've now said and we've put the foundation for, you know, it's no longer just Reno and Vegas, and now there's all this information about all, all the other great places there. So, yeah, I, I think -- and that has to do with people being able to discover Nevada but also the freedom to go and explore and all those things that the team has been working on, so I'm really excited. Like, when I started this commis -- as a commissioner three years ago, I wasn't as excited, but having been here and watching the work that's been going on and seeing the developments that the team has been putting together, like, I am so proud of what, you know, Fletch, team has been putting together. It's been amazing. So thank you so much for doing all the work that you have been doing.

KAWCHACK: Thanks, Cynthia. M.E. Kawchack for the record. Can I just make a comment on the self-discovery? I'm really a believer in the self-discovery over freedom, because I think to stay competitive, that is something that really resonates out there. Self-discovery is not only a trend that we're seeing with that great reset, but there are other Western states who might be able to beat us at freedom in certain aspects, Wyoming being a main one, especially with their adventure platform. So self-discovery allows us to lean into some of our more unusual experiences that we've been talking about, and it's more encompassing of all of Nevada, so I really think that it's one of those things that people can infer that it's freedom through self-discovery and I think that we can communicate that really well and we have been, and, and I think that that's where we can really be different from our competitors. That's just my two cents.

BRUNELLE: All right. If there are no other comments, ME, shall we have Fahlgren present next?

KAWCHACK: Yes, that's great. Thank you. Bobby, if you want to share your screen. Thank you.

RITZI: Thank you. And it's Bobby Ritzi with Fahlgren Mortine for the record. Well, thank you, everyone. I'm going to run you through an executive summary of the campaign to date but briefly, a look back at where we started. You'll recall our goal this year was to make some changes and we wanted to capitalize on the disruption. You just walked through that approach to messaging and the other two major pieces of that were mindset and markets, and on the market end, we wanted to define our markets and look at how we approach these from a budgeting mix and from a tactical mix, and the main differentiation for this fiscal year was to take our emerging and our new markets and really emphasize those on the upper funnel placements, those larger inspirational, and often more expensive type of environments and shift away from, for example, heavying up in California in those types of placements and make sure for those travelers, we shifted them down further in the funnel towards what we call planner and adventurer, certainly across our OTAs and make sure if someone was booking, we were there, but really double down our efforts in new and emerging markets and with the mediums in those phases.

So where we started with actually was a July extension campaign. You know, we had to do all this hard work but July 1, we did -- we sat there and looking at travel trends and we knew we did not want to miss out on those two key months while we did all the work to get started in September. So we ran an extension campaign that featured the existing assets from the April to June campaign, as well as essential performers in those lower funnel planner to adventurer phases, and that helped bridge the gap while the team got the new content and the new ads and the landing pages and everything ready to roll out in September. In addition to the domestic markets, we also ran in-state and that was during the 2021 Summer Olympics, so if you watch some of that coverage, you might've seen the 30-second Discover Your Nevada spot running and then our major flight domestically kicked off in September, and various partners are either ending last month or this month and into December. In that dreamer stage where we're looking for that connection point, that initial stage of inspiration, we were very heavy in video, again, targeted down to those emerging and new markets, the new market being Seattle at the initial budget phase. We also tested podcasting and we had our national takeover of Thrillist and their backyard observatory content, so again, if you're thinking about major news events like the lunar eclipse that's happening tomorrow, when they're going to those pages, they're seeing Nevada taking over and they can click through and look at some of our custom content or even click further to our landing page on our site and see more. We've rolled out content with publishers like Sunset and Culture Trip. We've also driven significant website traffic through those more lower funnel placements like Adara as well as Facebook and Instagram, and then our OTA partners have remained essential, and we know they drive results.

The BVK team introduced new creative this year that you see on the right and we actually saw an immediate uptick in click-through rate percentage when we compare that to the previous from April to June. That's from July through now with that new creative and then, just as a reminder, when we are on the OTA environment, we don't take the consumer offsite. We want them to book because they're in that sort of phase, so we rolled out new custom example here with Expedia and an immersive landing page where you can get more inspiration before you click through the book, and just to give you a peek into how we know these are doing so well when you can't click off the site, we get proprietary data from the OTAs. We can't share those numbers in a public setting but we ran a promotion with one of the partners and in a one-week period, it delivered a 73 to 1 return on ad spend. It was almost 2 million in bookings in that week from that exposure, so, to all the points that were made earlier, we knew this audience is ready. They were making those decisions and we wanted to show up and be in those essential positions to help drive that conversion and make sure they came to our state and not one of those competitors. And then through the rest of the phase, when they're coming to our website, BVK rolled out new creative that you see there on the left and then Noble and Travel Nevada worked to redo all our campaign landing pages, so you can see the imagery, the theme was new. It comes through to this year and they also uplifted the content and put the actions higher up on the page and we're optimizing that, and so we've already seen 137% increase in our conversion rate from paid traffic to the new landing page and that's compared to the old landing pages in April-June on apples-to-apples partners, so again, an immediate uplift in some of those -- that new hard work, and we're going to continue to look at ways we can improve and iterate on, on this execution, so that's sort of the theme. We've seen some amazing stuff to date. The team has been really hard at work on creating this content. Mikalee just came back from an exciting shoot with Lonely Planet, her first experience being out on the road with a partner, so you'll see that content rollout. Thrillist, that continues through December, so encourage everyone to go look

at some of those -- that content and our landing page. DYN kicks off, so you'll see that spot running in state again starting this month, as well as some native elements driving to the landing page. We mentioned that, how do we continue to iterate on that landing page? We've got the great initial results, but we know there's more we can do there, so the inner agency team is going to continue to work together and look at that data and test new optimizations on those consumers, and then knowing we have additional budget to work with, we want to revisit those market priorities, look at the data that's coming in, and also the objective for those new dollars as we ponder those additional investments.

BRUNELLE: Thank you, sir. That was a great presentation and really loved the creative. Well done, team. Open floor for questions from the committee.

MUN: Cynthia. I can't see you, but I love the creative as well. It just speaks so well, but I also thought it was going to be complimentary for whatever LVCVA does and whatever Reno, RSCVA does. I think all of that together also has a bigger picture for Nevada and, wow, it made me think that whatever we use going forward, if we're going to do other areas as well, that, whoever's doing the creative, yeah, please let them continue.

BRUNELLE: Any other committee members? All right. So, ME?

KAWCHACK: Yes. Thank you, Fletch. M.E. Kawchack for the record. So at this time, this is, this is kind of for possible action, but it is really just for us to come back to the committee in February with a plan. What we'd like is to ask for approval to move forward with a plan to execute a shift of dollars to capitalize on opportunities in new and emerging markets for the highest impact results. We had approved a three-tier plan and knowing that we're going to have some dollars coming in, hopefully in January, as well as existing money and projections are going to be in next week, we're just looking for approval of the committee to move forward with the planning and we will convene in February with a, a bigger plan for you to approve.

BRUNELLE: Very good. Do we hear a motion to approve?

RIBAUDO: So moved.

BRUNELLE: Second?

DOTSON: This is Deny. I'll second.

BRUNELLE: All in favor, say aye.

MULTIPLE: Aye.

BRUNELLE: Cynthia's waving her hand, so she agrees as well. Motion carries. All right. Now we can move on to agenda item G. This is a discussion item only for updates. M.E.?

KAWCHACK: M.E. Kawchack for the record. We wanted to make sure that you also had an update of other activities that were happening within the marketing department, so we're going to start with Heather Sheppard on the earned media side from Fahlgren Mortine. She's going to provide earned media highlights and upcoming initiatives; and (Inaudible), and then we will hear from Rick Saake and Erin Stiehler Noble Studios. I did want to mention also that Noble Studios recently won the contract for digital development. That is going to be early the next month and after Noble, we'll go over to Anton Eckert, and I know that, as you mentioned, the industry side hasn't always presented at this committee, but I think it's important for everybody to know what programs we're working towards as we strive towards achieving the goals in our strategic plan, so I will hand it over to Heather Sheppard.

SHEPPARD: Thanks, M.E. Heather Sheppard for the record. So, as M.E. said, we're going to talk quickly through what we've been up to on the PR front. Just really quickly as there are a lot of things that our team has been working on but also some of the other partners that M.E. mentioned, so looking at Q1, it's been a pretty busy Q1 for us but also for our media contacts. They had a bit of a stutter start getting back into writing and travel reporting because of the Delta variant, so fortunately at the end of Q4 in Fiscal '21, we were starting to re-engage them on behalf of Travel Nevada and had started working on an immersive box project that you guys might remember from previous discussions. Well, in Q1, that really kind of came to fruition and wrapped, and we're now in the process of engaging a lot of media contacts with these unique virtual, but not online, experiences to help them get familiar again with the state, so what you see on this screen are some customized mailers that we sent to more than 40 national media outlets that were a little bit like an advent calendar, all aligned with one of our road trips and spotlighted some of the things that they might experience along those routes. We strategically provided boxes that were aligned with some of their beats, and then we've been having virtual briefings with them. Tracie and Chris on the Travel Nevada team have spent time talking through ideas with each of them and that's generated quite a bit of interest in coming to the state. Story results.... We just saw placement come through with Nat Geo, so a lot of great reaction and engagement there. We've also, as you know, evolved our top 100 outlets and looked at new contacts because so much has changed within the media landscape and we've been fortunate enough to engage directly with 70 or more of those top 100 contacts since the beginning of the fiscal. We've also started building out new storylines that align with the content that we're seeing, both on the paid and owned side of things, so pitching stories like stargazing and the Great Basin and Range, that kind of justifies why the state is such a unique place for that and why our dark skies are even more accessible and less crowded than some others. We also, in late summer/early fall, partnered with the Divergent Travelers, some influencers who, when everyone was rushing back to Vegas in the summer, were encouraging people to extend their trips by diverging to other parts of the state that are accessible outside of Vegas and then, as I mentioned, some of the briefings and some of that work that we've been doing has also helped us secure seven of our national outlets who either have confirmed or pending visits coming into the state to, as I think Christina mentioned, there's so much new happening in the state that they haven't gotten to see since the pandemic, so excited to show that to them. In terms of results in quick hits, we've seen 31 placements, including two top 100 features. Those are a lot harder to get now, especially with the change in the media landscape. Some of those mentions or features are along the bottom. Some of these might look familiar to some of you, especially the Reno placement in Phoenix magazine. We know a lot of our contacts had also been engaging with some of our partners around the state to get some specified experiences there. Same thing with Lake Tahoe. We saw more than 70 million impressions, key messages related again to those content buckets showing up in a ton of our placements, and then also, an average placement SEO score of 63, which is, you know, important in terms of how we're ranking again on those key messages. We're showing up in publications that are trustworthy and, and help improve how, how we show up again on, on some of those important key messages.

So looking ahead, some of the FAMs, the press visits that I mentioned, are listed here. A lot of these contacts are ones who are within the top 100 or freelance for some of our top 100 outlets. We also have a lot more virtual briefings coming up. I mentioned Nat Geo. That one actually just wrapped last week, AAA, Via, Thrillist, freelancers for, again, those national outlets. We're actually seeing more of those national outlets outsource or work with freelancers for their travel content and fortunately, we have great relationships with a lot of them and are helping them connect directly with Travel Nevada, and then we're also going to get back in person with some media as they start to come back into their offices. We're hearing from our New York contacts that that will happen in late Q1 2022, so New York and Denver, Boulder, which will be a new market potentially on the paid side of things, and we'll kind of reengage some media there and help them again, see what's been new and happening in the Silver State. So that's everything on the PR side. Any questions? I know that was a quick run-through.

BRUNELLE: Well done. Thank you.

KAWCHACK: M.E. Kawchack for the record. Thank you, Heather. If there's no questions, we can move on to the Noble presentation and Rick.

SAAKE: Thank you, M.E. Rick Saake with Noble Studios for the record. We're just going to be going through and looking at three major areas today. The first is the Q1 performance and how we've been doing from a Travel Nevada standpoint. The second is some of the Q1 website updates and accomplishments that we've had going on, and then lastly, we'll be looking at some of the new agreement and upcoming priorities that we'll be focusing on into the next year.

So looking specifically at how we're doing from a year-over-year and a period-over-period perspective in comparing ourselves to both the July through September of 2020 for the year-over-year and the period-over-period is April through June. Year-over-year, we saw significant numbers, which we assumed would be happening. Part of this is being driven by having some of the new advertising areas coming into play, so we've seen sessions and users increasing. Some of our average session duration has increased. Sometimes the pages per session drop off, especially when we're sending people to pages that really answer all of the information that they're looking for when they come in. From a period-over-period perspective, we've seen some decreases in users and sessions. Again, these numbers, they look drastic. I've seen this happen, but when we go back and look at the Q1 of last year, similar numbers were happening at that point as well. It's simply those coming off of that push into the summer months and kind of the wane that comes off the back end. When we look specifically at the three main areas that Noble assists with, paid search sessions were up both for period-over-period and year-over-year. Organic doing the same thing, seeing double digits in period-over-period and triple digits for year-over-year. Email, we saw a decrease in period-over-period, and we went back and looked at what was really driving that, and that was simply that there were less emails that were actually sent in this quarter versus the previous quarter and some of the emails that were sent out in the previous quarter were also focusing on things like signing up for a visitor guide and pushing that kind of messaging up but when we look year-over-year, it's still seeing significant increases, just like we have been seeing in the previous quarters before.

And going and looking at some of the KPIs that we've been focusing on with Travel Nevada and their team, we looked at the primary KPIs of Partner Referrals. Really the strongest focus being on accommodations and things to do. We should be at about 25% and we look at a linear scoring for trying to hit these KPIs. Right now, we're sitting at 36%, seeing good numbers also being driven from some of the paid aspects as well as those that are earned. On the website newsletter signups, we're hitting exactly at 25% right now for the quarter, which is where we are looking at. As we started out the quarter, we were a little bit behind and through some different techniques that we've been working on with Travel Nevada, we've added a new modal to the website, which allows for people to quickly enter their information and get signed up for the newsletter as they scroll down on pages and engage with the content, and for the visitor guide, forms were at 27%, so a little bit higher than where we need to be right at the moment and some of this is also being driven, as Bobby was talking about, in some of the paid side. They're sending them to landing pages that have a quick area where they can sign up for visitor guides right near the top of the content, and then looking at where we're at on rural page use, again, trying to really drive people, not only just into the metros, but into the outlying areas and looking at the POIs in those areas, we're at 26% of the goal there.

On a paid conversion standpoint for paid search, we're still well above the goal that we were looking at from there, and Nevada traffic, again, this, I think, being driven in from some of the changes that we've done over the last year-and-a-half where we've excited people to really be thinking about what they can be doing around the areas that they're in and making trips, so I'm seeing a lot of good movement into Nevada traffic and those that are looking at different POIs and things to do near where they're at. The last three areas we have are called baselining. We're looking at those simply because we don't have apples-to-apples to compare with. For the DYN users, we tried to take a look at last year's information for just within the DYN section and set a goal for us to hit at. We're at 21% of that, that we're looking for, and then two other areas that we're really starting to track more on is the internal links that we're doing from stories. There's been a huge engagement with the Travel Nevada team to go into those points of interest that we have and create links out to other sections that are relative to the point of interest that's on that page and that's been very, very helpful tracking that out as well. And then, of course, in the last quarter, we launched the new event section and updates to that and are making modifications to that to increase those types of things where people are clicking on getting tickets, going out to website, calling for ticket information, all of those types of things and converting them that

way. We look for some of the different channel wins that are going on. Again, we're looking at a period-over-period and year-over-year standpoint. Year-over-year, one of those nice things, when you kind of look at it, it's all green areas where we know that with paid starting to really pick up and some of the ones that we didn't have before display seeing huge numbers of growth coming in but still seeing great growth from all the different major categories. Period-over-period, we saw growth in organic search, still moving positively and paid search for those types of things where people are coming in and doing some research. Again, on some of the paid areas, we had some carryover that worked into marketing into this quarter but it wasn't the same amount that was being spent before and that's why you see some decreases in the numbers in those sections.

Specifically looking at organic keyword growth that we've got on the website, we're looking at a couple of different things on here. The first is that we're looking at the page 1 keyword growth, so those are the things that are moving on to the first page of Google search, and the reason that's important is 93% of all of the clicks that happen for a type of search happen on page 1. We saw good growth in that, up 8.7%, even from the previous quarter and then when we look at those that are in position 1, this is kind of the king of the mountain. It's the one that we always aim for and try and get our movement into. We saw nine new keywords rank into position, one which is a 3 ½ % increase from the previous month and then lastly, we do a lot of work from a technical aspect to help keep the SEO strength strong for the overall site and so we run through a tool, a tool called SEMrush that allows us to find out what errors are going on in the site, what warnings that sees from an SEO perspective and then we work at, at cleaning those types of things up and making them become better. Our 92%, without knowing what that means, where that's at is they take a look at all different types of websites and they rank us into categories. We are, of course, a travel website and when they look at the top 10 travel websites overall in the country, there are averages of 77%, so we're actually at 15% better than those sites are doing and then also where we're at now, this is 4% better than we were at the end of last quarter. So again, just keep moving the needle in the right direction as well.

Looking at paid search, some of the different things to note in paid search, we saw a good increase in conversions. Those are people that are coming to the website from what we consider more of a lean forward. They're looking for some type of information about a specific point of interest or a specific city or an event that may be going on and we saw those going in, clicks were up 40% and then the overall partner referrals went up compared to last quarter as well. Accommodations were up 25% and things to do were up 4%.

And so, some of the wins, we do conversion rate optimization. We work with a company called VWO to look at ways that we can put things on page or make slight modifications to increase the way people convert and are using the site. Again, coming back to that newsletter submittal, we talked about the mode a little bit earlier. In this particular one, as a person scrolls down on the page, it gives them the opportunity to quickly just put in their email and the zip code and be added to our newsletter list. By doing this particular optimization on the site, we were able to increase the newsletter submits by 300 to 85% during that test and that test has now been pushed live onto the site. We also did several generational tests just to look at the way that we're doing linking on the site, looking for things like does it need to be bold or a different color like orange to focus people's eyes on it, to get it more. What we ended up finding was the good old keeping it one standard color with an underline on it actually gave us the greatest amount of increase of those clicks and ultimately coming back to the partner referrals, which is what our biggest aim was, and then we also saw some new areas that we've done. This happens to be showing the mobile version, but this allows us to highlight a few areas where we know people have consistent focuses that they come to the site for and are ultimately clicking out to. This allows us to go ahead and give them and get them to those pages quicker by offering those as basically large buttons for them to click on. By doing this, we were able to increase almost a 7% average session duration versus the control by adding these to the site, so all those types of things, we're always looking for ways in which things work or in some cases, we make assumptions on the hypothesis, what we think will be better, and when we run it, it doesn't. That allows us to control and not put things on the site that don't work for us. So this type of optimization makes it so we can ultimately look for these types of things where, again, we're either looking for newsletter submittals or partner referrals or even increasing the average session duration, all focuses for our KPIs with Travel Nevada.

STIEHLER: Thanks, Rick. We just wanted to cover a couple of new updates that we've made to Travel Nevada's digital ecosphere this last quarter. The team has been hard at work and there's been a lot of small mini-projects that we've been trying to launch on the site these last few months. So one of them being, if you look to the right, we have rolled out advanced site search on the site, which means that when someone goes in and they're searching through Travel Nevada and they just want to quickly find something on the site, say, Virginia City -- this one's for you, Deny -- what we can do now is we can do weighted search, which means that we can highlight the visitor center or different partners rather than just random content on the site that mentions Virginia City, and then in addition, if someone, somewhat similar to Google, types in something with a spelling error or something like that, we can serve them relevant search terms that's similar to what they searched, so we were really excited to get this rolled out. It's been a goal since we actually launched the site last August. That is officially launched on the site and then also below that, you can see a screenshot. We've been working on a project to roll out weather by region on different pages on the site. This is important because we all know as Nevadans that the weather in the state vastly ranges depending on what part of the state you're in, and so we wanted to make sure that our travelers were well-equipped and knowledgeable about what, what type of weather that region of the state was going to have during the time of their visit. There's a couple other items that we've been working on and have recently launched that aren't on this slide as a screenshot, but we've been working on developing a new multimedia hub on the website and then in addition, we're also looking at having interactive mapping on the site. There's a larger initiative to have very enhanced interactive mapping coming in 2022. However, we're working on the 1.0 of that initiative right now to really help educate our travelers again on the regional awareness of the state, so understanding what cities are in what regions and what things to do there are in what regions in different times of the year.

So, like M.E. mentioned, Noble's very excited that we were awarded the digital agency of record RFP. We're thrilled to continue working with the State of Nevada to market the tourism efforts. If you guys haven't noticed, we're really passionate about the state and we have absolutely loved working with the Travel Nevada marketing team. So, we're just oozing with excitement over here that we get to continue to do that. With that said, the last three-and-a-half years has been fantastic. Both the TN marketing team and Noble have worked really hard together to build a solid digital foundation. I hope that you've all been able to bear witness to that. We have replatformed the site and updated a significant amount of content on the site, really upped our email marketing efforts as well as our search engine optimization and paid media efforts, so all that said, we feel that we have a really awesome foundation and baseline from our digital perspective that we can now really innovate on top of going into the next, hopefully, four-and-a-half years.

So with that, our team and the Travel Nevada marketing team will be partnering to develop a digital roadmap early in 2022 that is going to outline some of these initiatives on my, on my next slide. There are a number of items that we're looking to achieve in the coming years within this roadmap. I'm just going to touch on these at a high level, because there'll be a lot more to come next year. However, there's a couple of areas that we're really looking to focus. One of them is an offline web solution for travelers when they are in different regions of the state that don't have Wi-Fi accessibility or 3, 4, or 5g accessibility either. As you guys know, we love our rural regions and we love those areas of the state. We actually want to promote them, as you can see, in the bullet point below as areas that you are free to roam and it's a really exciting thing that you can do in Nevada to really fully disconnect that you can't do in other states. However, we also recognize that in some parts of the state, we want our travelers to still be able to access our content and our road trips and itineraries for those regions. Another big area that we're looking at focusing on, is enhancing our personalization efforts across all our digital channels, so web, email, paid, et cetera. As you guys know, personalization is a really important aspect of digital marketing and it helps the user not just feel like one in a million, but that they're the one special one that we want to come and engage with our site and our content, so that's a big effort that we're going to be rolling out, which above that bullet point, you'll see a component of it as we're looking to develop a personalized profile for users when they come to the site, so this is an area where users could store trip planning information. They could store those itineraries and road trips. This is also an area where they could potentially download this content and have it available offline when they're traveling in those rural parts of the state and we will also be able to use this data to market to that traveler when they have a login with us. Last but not least, Noble is also taking over the management

of all of the Department of Tourism and Cultural Affairs websites, so this is a big project that we've been working on with Chris and M.E. We're actually getting a little bit ahead on this, so we've already started it, but we are looking forward to supporting the websites across the DTCA and that's a big effort that we're taking on as well. I know that was very high level. These are large initiatives. We're really excited for them to come. Are there any questions about the Q1 data that Rick shared or the upcoming RFP?

KAWCHACK: Thanks Erin and Rick. This is M.E. Kawchack –

BRUNELLE: I think Deny has a question. Deny?

KAWCHACK: Deny?

BRUNELLE: I saw a hand go up, I think.

DOTSON: Rick, Erin, great presentation and thanks for the shout out on VC there, but I had a question as you look at the next couple of years, and I know a lot of it hasn't been flushed out, but in regards to privacy and proprietary emails that and whatnot, as we look through the issues with Google and Apple and privacy and the cookies issue, what is your guys's thought on that going forward? Because that's -- again, a lot of it's not quite out there yet but it's coming and it's one of the concerns that we talked about in our marketing just the other day, but just throwing that out as you guys were looking at your strategic plan there, I guess if you will, for the upcoming year or two.

STIEHLER: Yeah. Thanks, Deny. That is such a hot topic. I'll take a stab and then Rick, who's the expert, is going to follow up behind me. I love that you are knowledgeable and know about that big change that's coming, because you're right. It is going to impact all destinations and, and how we market to our travelers. You'll notice that two of the big initiatives are focusing on personalization and then those my-user profiles are to help proactively, not avoid, but prepare for the big change that's happening in privacy, so what we're looking to do is to have more one-to-one interactions with our travelers and collect more first-party data on them, so we can continue to market to them without having to use third-party data and also, in order to be able to make sure that we don't lose track of these travelers with these different changes that are happening with privacy, et cetera. However, we all know, because we're all users of different sites ourselves, that we need to offer a lot of value to our users if we're to ask them to share their data with us, so that's why we're trying to brainstorm ways to make sure that we're providing useful content and really meaningful experiences. If they're going to have a user profile, we want to make sure that there's perks of things that they can download or stuff that they can access, et cetera, so they're not just creating another profile or giving up their email for no reason. Rick, do you want to add to that?

SAAKE: Actually, I don't even need to add a whole lot to that except, just again, we're looking for ways to create first-party data rather than relying on third-party data that's out there, but taking that data and looking at it for, you know, we always talk about what's in it for me, and that's what the users are going to be asking for. They're going to be looking for a better experience, which we can give to them when -- if we have data and we can find out what their interests are. I mean, and just envision, if, if somebody is coming back to a website and they've already shown an interest maybe in hiking, if they happen to come back to the main part of the website, having hiking information being right there top and center for them is going to make that experience better for them and create a better user experience and they'll ultimately spend more time on the site and that's really what we want to do. We want to show them all the great things that they can do in the state.

DOTSON: Thanks, guys.

STIEHLER: Yeah. It's a hot topic, Deny. We're all -- it's like everyone's on the edge of their seats. We're all keeping track of what's going to happen with first-party and third-party data. Luckily, Google keeps kind of pushing out

their hard-stop date, so I think we have about a year-and-a-half before things -- we really get to that point, but yeah, it's something we're actively trying to plan and prepare for.

BRUNELLE: Hi, Cynthia.

MUN: Cynthia Mun for the record. I have a functional question. So, thank you for the presentation. That was great, but when you access the site through a mobile phone, so basically we're going online to Travel Nevada, right? And then it pulls up, I click it and it pulls up on my phone, but then there's this little interesting thing that says Recreate Responsibly and if I click on that, I can't get back anywhere. Like, it always will spit me back into the original search for Travel Nevada and not within the menu and I don't know what I'm doing wrong, but maybe offline someone can tell me what it is that I'm doing wrong, but as a user, I get stuck.

STIEHLER: Thanks, Cynthia. Yeah, we'll look into that. There should be, there should be a mobile menu when you click onto that Recreate Responsibly page where you can easily navigate back to all different parts of the site, so we'll, we'll double check on that.

MUN: The menu does come up. Yeah. The menu does come up but when you click on it, it goes back into -- I can't figure out how to get back to the home page of where I landed, so I could look at the information. It gives me, four different things that tells me where I could go and an email but it doesn't allow me to go back to where I started before I clicked on Recreate Responsibly. That, that was just something I was trying to figure out what to do. I couldn't figure it out, so --

STIEHLER: Awesome. Yeah, no, that, that makes sense. I think you should just be able to, to press within your ILS the back button and it should bring you to the, the previous page that you were on and there also is --

MUN: Exactly.

STIEHLER: --- a back button on the bottom of the site, so --

MUN: Yeah.

STIEHLER: -- we'll look into that for you, for sure.

MUN: That'd be great. Thank you.

RIBAUDO: Fletch, just a --

BRUNELLE: Carl?

RIBAUDO: -- quick observation and I'm sure we're doing this, but I want to make sure we're at the cutting edge of it. As tourism begins to move away from sustainability, because nobody really knows what that means, we're moving into this stewardship platform and I want to just make sure that we're integrating stewardship messaging and whatever but really unique to areas that people are in, you know. How do we begin to customize the stewardship messaging? If I'm standing in Pioche, I should be getting a different message than if I'm standing in Tahoe that's a little bit more germane and unique to Pioche, and again, we don't have to solve it today but I'm just bringing this point of awareness of stewardship is going to have to mean a whole lot more to people and if we can be at the cutting edge of this, given our outdoor focus, I think it's a strategic opportunity for us to kind of lead the way and what I see most DMOs and states do is they just sort of have this generic thing out there, but I think we're going to need to move in a much more nuanced approach to this, so just a, a thought.

STIEHLER: Hi, Carl. Thank you. It's a great thought and it's something that the Travel Nevada marketing team is actually actively working on. The content team specifically, we partnered with them to create these Recreate Responsibly blocks that can be placed within any content on any region or city in the site and they've been adding in small tips and tricks that are associated to that area. So, the hottest topic is always hot springs. I did not mean to have that be a pun but it did work out, and, and with that, we use that - well, not we, because I want to give the Travel Nevada team their due credit. Devon and Sydney are really mindful about developing content that's, that's, Hey, if you're going to go to this area or if you're going to use this awesome part of the state that's BLM land or a hot spring or something like that, here's a tip and trick about how to make sure that you are being a good steward of that part of the state. I would not say that it's as evolved as what you were suggesting to where we're offering up personalized content based on geo. However, it is something that we're actively working with the team on to make sure that we are getting that message out about different types of experiences that you can do within the state and also different regions.

RIBAUDO: Yeah, and as a follow-up, one more thing that's really beginning to change the tourism dynamic, maybe more so in Northern Nevada and Southern Nevada, though, Fletch, you could let me know, is the dynamic of smoke and fire. It's having a profound impact on Western states. I have studied it in-depth for 10 years. It's not going away and it is beginning to change the dynamic of tourism and I don't know what the answer is on how we deal with it but it's not going away and it will be back next year and I know Northern Nevada -- Christina can attest to this -- more and more attention is being paid to air quality indexes and all the rest of that and I don't know how it fits in or where it fits in, but it is a trend that is changing tourism in California and the entire Western United States and I don't know what our strategy or tactic is to deal with it, but just put it on the white board for consideration.

STIEHLER: Yeah, absolutely. I think we can all, all of us, at least in the Northern part of the state, can attest to how miserable of a summer it was, so it's something that we're actively working with some of our other destination clients on, and I think the evolution of something like that weather widget is to hopefully be able to indicate, Hey, here's really what's happening in the state, so our travelers are equipped with that information. As far as how to get ahead of it and solve for climate change, that's something that I think we're all --

RIBAUDO: I think one, one idea, and I just throw this out there. You guys are smart to figure this out. In California, many of the DMOs, at least on the eastern edge of the state, are shifting more and more to cameras so that people can actually see at the moment, is the spot I'm going to smoked out or not, and I just throw that out there because I've been a part of it on our Eastern side and again, there's probably some other things you guys can look at but it's -- and again, if you've got it on your radar, that's good. I just want to make sure it's on our radar.

STIEHLER: Yeah.

KAWCHACK: M.E. Kawchack for the record. I'll just add to that, Carl. I think the cameras are a great idea because sometimes you can tell people but they really have to see it to understand. We shifted our travel safety page from a COVID message being the primary, to fire and wildland and air quality to be the primary over the last few months, so I think that we should look into maybe implementing feeds from our partners because, you can tell people but until they see it or experience it, they might not quite understand.

RIBAUDO: Yeah. The, the other thing, and, and I'll shut up on this, but it's just such a big topic. The other thing we're seeing in California is a number of the DMOs are really shutting down their advertising during the fire season and are beginning to look strategically to build Q1 and Q2 as a replacement of revenue because they don't want to risk funds, spending money in the fire season to only have it wasted, so I just throw that out there as a thought, in terms of what I'm seeing and, and you guys can think about it.

STIEHLER: Carl, I have a question. Is that calendar year Q1 and 2?

RIBAUDO: Yeah.

STIEHLER: Okay.

RIBAUDO: What we're seeing, for example, we're seeing in California -- well, not just California, the West, the fire season has become much broader. It used to be this sort of September through November thing but now it's May through whenever the hell it stops, but a lot of DMOs are beginning to rethink their Q3 and Q4 expenditures in advertising, kind of waiting and seeing what the fire world is going to look like and instead are looking to take more strategic steps to build Q1 and 2 with some of their assets, so again, it's a big discussion. We don't have to have it today. I'm just throwing this out for part of an overall strategy awareness think thing for everyone, so again, just a thought.

STIEHLER: Thank you, Carl. Yeah, we, we relate with that sentiment definitely. I think that's one, and I think Bobby from Fahlgren can also attest to this. That's one area of why a lot of us are really pushing spending money in digital areas right now because that is an area where you can quickly pivot should a natural disaster come that is unforeseen or if it is something that's foreseen, we can manipulate and fluctuate budgets pretty easily throughout those different seasons, but then again, of course, shorter season, off season, like BVK was presenting, is starting to become a really appetizing time of the year to travel and so that's definitely something that we're looking to highlight as well.

SAAKE: Actually, I have a question for Carl because we had this discussion from a paid aspect of using the AQI numbers to determine if we should be advertising something or not and we ran into an issue with looking at Lake Tahoe. We looked at Lake Tahoe on one day and we saw AQIs at one part of the lake in the 800s and then the other part of the lake were 150s, and so how do you -- when those people are doing that -- are they doing an average of an area? How are they making it actually usable for a larger geographic area rather than maybe like a city?

RIBAUDO: I think they're getting a bulk. I think they're getting an average but the problem is, the consumer has become wise to the fact that anything over 20 is bad and that's the challenge. Whether it's 150 to 800 is relative, and believe me, I'll take 150 over 800 any day, Rick, because I was in 800 for a long time, but the consumer has become very smart in looking at AQIs and they've all got the app on their website or on their phone. A few years ago, I did a major study for the Sierra Nevada Conservancy on the impact of fire and smoke on tourism economies in the Sierra and what we found was -- you're thinking in the right direction -- is flexibility and agility with the organization and its resources, and what they've even gotten down to is, for example, the guys in Mammoth have cameras placed strategically so that they can -- sometimes it's just a wind change that changes air quality conditions and they want to be able to show that to say, Hey, you know what? This part of Mammoth is fine or this part of the Sierra is fine, so there's all these little tactical things that are now emerging but that AQI is a very kind of red alert, red flag indicator to the consumers and again, it probably needs a separate discussion. I don't want to tie up any more, but this is an issue, not going away. It's an issue.

KAWCHACK: This is M.E. Kawchack for the record. Thanks, Carl. Luckily, we have a big state and we can try and shift people to other parts where air quality is better and that's certainly a tactic that we used over the summer and something that we'll consider for our spring efforts as well. So, all right. Now we're going to switch gears a little bit. Anton Eckert, who I introduced earlier today, she is heading up our Industry Development department. We, like I mentioned, we don't usually do these presentations here but I think it's a really great opportunity for everybody to get to know the larger programs that are happening at Travel Nevada, so I will hand over about the screen to her. Thanks, Anton.

ECKERT: Thanks, M.E. Anton Eckert for the record. So, as M.E. said, I wanted to just kind of give you an update on what's happening on my end of Travel Nevada, so from domestic travel trade side, it was great to hear what everybody is working on. And what we do for travel trade on the domestic side is really use the opportunity to extend marketing efforts by layering with travel trade, so looking at trade shows and events that are targeting all the key domestic markets that were brought up today and working with the travel trade and producing -- doing trainings and FAMs with agents and operators and wholesalers that are out there, and OTAs as needed. We are looking at also doing

some B-to-B-to-C co-op programming that will help us also get data in terms of how the bookings are looking with companies like Costco Travel and AAA, for example.

One of the big projects our team is working on is an audit. We really need to understand what products out there in Nevada are actually bookable on these distribution channels. So we are looking at the GDS platforms like Amadeus and Travelport and Sabre RQ. There's bed banks out there, like hotel beds and web beds, OTAs, Expedia I know we've been working with -- there's ones like Get Your Guide, which is mainly attractions. The challenge really is for us to make sure that all of these products are bookable whenever people are looking to travel, so again, all the great work that everyone is doing on the marketing and PR side, we really want to make sure that once they see these inspirational ads and ideas, that they have a place to go to and find that content and so this is a big part of what we're doing. Supplementary to that, we'll be able to talk to destinations. As we start to compile all the data, we'll talk to the destinations in the state and try to tell them, kind of give them like a report card on, "Hey, we know that you've got two out of five hotels that are online. Do they want to get online? How can we help you?" And really just try to get that product out there and then, a third part of that is really partnering. I'm really big in OPM, which is other people's money, and how to leverage that in turn and expand our budget, partnering with other partners within other states and developing multi-state itineraries to help encourage travel and, while the competition is stiff, in terms of California and our neighbors -- other neighboring states like Colorado, that was mentioned earlier, it really is helpful when people can see that there is an opportunity to get around the state through the other states as well.

From an international perspective, I took a look at, with help of Kyle, the data behind what was happening internationally. As you know, some of the borders are starting to reopen and then with that, when you look at Europe, for example, you see the cases are going up in terms of COVID, so just comparing 2019 to 2020, we looked at the visits and spend, and, and what was really telling for me was that the key markets, while they may have switched positions in terms of rank, were really the key ones that have been there on the good years and maybe not-so-good years, and Canada, Mexico is kind of the 1, 2 with some of Europe as well and, and data from Tourism Economics is total Nevada but I'll talk a little bit about opportunities beyond this. So, according to Tourism Economics, 2019 was a relatively good year. International represented 10% of the total visitation with spend 16% of the total. Unfortunately, in 2020, we saw a huge drop with 80 to 81% respectively on visitation and spend for international, Las Vegas obviously being the driver for this travel, so there is an opportunity to extend length of stay to go beyond Vegas when travel returns. The challenge right now we're seeing internationally is that Las Vegas and Reno as our gateways into the state for airlift, right now, the airlift is looking coming mainly from Canada and Mexico. I think Vegas is really working hard to try to bring in the other flights they may have lost during the pandemic to other parts of the world. So, when we looked at international visits beyond Las Vegas, I looked at some of the key markets that we had identified earlier in terms of how many are actually going beyond Las Vegas, and the percentages are quite small but I am an optimist and I am hopeful that there is an opportunity for us to grow these numbers. Here you see in terms of making sure that visitors extend their stay and get out more into rural Nevada.

When we looked at recovery, and these numbers are just for Nevada, in terms of projected visits, compared to 2019, this is how it laid out. So in 2023, Canada, Mexico will be coming back a lot quicker than what the global recovery was looking at full recovery in 2024 and in 2024, you see some of our markets coming back, particularly from Europe and Australia, and then Asia further along in '25, India in '26 and Brazil, which I don't know, has been emerging for, I think, 10, 15 years now, in 2027. And when you look at spend, this is what it looks like. Mexico coming in really early in terms of recovery followed by Canada and you see Brazil and Japan. Brazil actually recovers in 2030. Japan, I don't think, actually recovers till 2030 or beyond that, so from an international perspective, the idea is we need to reboot here, and we're looking at a phased approach to build, as we start to build back our budgets and borders reopen and travelers get used to these new protocols around, I call it, the COVID-tolerant world in terms of what they need to do before they leave and when they come back in terms of testing. The challenge is that for us, the global recovery is still fluctuating and so it will still take time for things to get more normalized and familiar again.

With that reset, we are looking at reevaluating the markets. There's going to be, already, we're seeing changes in travel attitudes. A lot of that was mentioned today and that self-discovery and freedom, people wanting to get out and also booking preferences. We're seeing longer trips, probably those digital nomads out there, and shorter booking times, which is also going to be interesting especially for the international travel. So we're looking to develop short and long-term strategies as we welcome these visitors back as well as seek out some new target audiences and really trying to get the next generation of travelers out into the rest of Nevada and again, working with partners to help increase our reach and exposure in what is going to be a very, very competitive marketplace as we move forward. So, I've looked at the markets in terms of tiers and some of the attributes we see in tier 1 is this early projected recovery. It's convenient -- that we have convenient, direct airlift from Reno and Las Vegas, as I mentioned earlier. They have a high familiarity with Nevada and have a high propensity for repeat travel and interested in the rural destinations and with that, we see that is really to Mexico and Canada for us. In tier 2, these travelers from these markets are interested in multi-state trips, so that's why we're working with partners in other states that will be helpful. There are convenient gateways from gateway airports that are outside of Nevada. There is some familiarity with the state. They do tend to spend much more in terms of when you look at it from the rest of the other international markets and obviously, the propensity to extend beyond Las Vegas and what those markets we're looking at is Europe and Australia. And tier 3, these are the most risk-averse travelers, low visitor numbers but high spend, so there is potential there in terms of growth if we can position the state in the way that they would like to see it. And there is some low familiarity with the state as well, so it is a lot about education and with that, we see Asia and India, so in terms of offices reopening, just as a reminder, we had 10 offices pre-COVID and it was across Europe, Asia, and, the Americas and with that, taking a look at kind of the numbers, looking at those lists of the visits and spend, we wanted to look at a phased approach in terms of reopening and in some cases, not opening an office but finding other ways to reach out to those visitors. So on phase 1, we have Canada and Mexico. We have restarted our contracts with them for the rest of this fiscal year and we'll see a lot more activity coming up in January as we start to ramp up there. Phase 2 will be Germany and Australia and the UK, which we still have contracts for **and are live**. We kind of need to still see what's happening in Europe, for sure. Australia is not yet open but will be opening soon as well, so we'll keep an eye on that and these are obviously subject to change based on the conditions happening in each of the markets. Phase 3 is 2024 potentially, France. I'm still on the fence about with the numbers that they have that are pretty low. China is another opportunity, I think, but we can take a look at other ways to reach the Chinese visitor, which I'll talk about in a minute. The other markets, India, Korea, Japan, and Brazil, we don't have offices in India, Korea, or Japan anymore. We've canceled those contracts mid-2020, I believe, or early 2020. Brazil is kind of rolled into our Latin America contract with GMS, Global Marketing Services in Mexico and definitely, there is an opportunity to grow visitation from these but the numbers are so low that it's not worth -- at least, I felt it wasn't at least -- at this point to devote an in-market office. I'd rather take the same amount of money and go deeper rather than wider at this point.

There are also opportunities to partner with Brand USA. We do a lot of work with them as well in terms of driving that inspirational message, so we can leverage that for these markets. One thing that people tend to forget is there are a lot of US-based receptive operators that serve these countries and so receptives are basically that those organizations, those companies, who receive the visitors and they help do all the land arrangements for them in terms of, hotels. They've got contacts, sometimes direct contacts, where they're using some of those distribution channels to kind of plan out a trip for a family or a group and many of them are in, especially for Asia, Japan, Korea, and China, they are in in LA. I've worked a lot with them in my past jobs and, the beauty with that is that there is this culture barrier, language barrier. It's much easier to work with the receptives. In those cases, the receptives are also wholesalers, so they are actually creating these packages and sending them off to those markets and those are the markets that are actually booking and selling them, so educating the receptives is a big piece of kind of what we're looking at but I felt like, without having to go back into those markets, there is a way to still be active and, and reach out to those markets as-needed. And then there are other opportunities we could look at in terms of cost-effectiveness. For example, in India, social media is really huge, especially Facebook. It's a very young population. There is probably an opportunity that we could leverage with any of our marketing campaigns to reach them. The other idea was looking at visiting friends and relatives. Many Indians, for example, live in Canada. We can certainly do an outreach in terms of what we're doing in Canada to make sure it's kind of inclusive in that as well. I mentioned working with receptives, so we really, at this point,

need to reestablish our relationship with many of these operators. We're not sure yet how many are still around in terms of staffing but also some companies. Definitely want to educate them in terms of how to travel beyond the gateways and also help our partners expand their reach and bookings if they're interested, in working with a distribution channel to get their information out there. Really want to increase the inventory across all these distribution channels that are out there, expanding the road trip messaging and actually connecting the dots for them and showing them how to book these -- the assets in a sort of package and increasing their familiarization of the state and so, as I mentioned earlier, we're doing this big audit and with that, we'll be doing the product development and helping them, as I said, connect the dots. We're doing some trade trainings and attending trade shows and events as well to, to engage with these operators and also providing some receptive FAMs where they can come out and actually experience the state for themselves, so they also have a better way of understanding how to package it for their markets.

From a travel trade perspective, from the trade show perspective, we are attending several shows. Many of these are related to really working with those receptive operators and the ones in green are the ones that we have identified where partners can come along and so we've sent this out to many of our partners and some of them have signed up as part of the rural grant program, so we'll see some people there. And then from an industry development the two platforms we're working on is -- one of them is travel trade. This is, as I mentioned, for the receptive operators, wholesalers, airlines, anyone who is working in the trade space and our goal is not -- is really to extend the domestic international sales efforts that we're doing and providing these agents with a one-stop shop for information on Nevada and we're doing this in both English and Spanish. We'll look at registrations and certifications and especially engagement. I think the challenge with a lot of destinations who create these programs is they want quantity and there is a finite number of people working in this space and for us, it's going to be more important that we're engaging with them in a more realistic way and making sure that they are aware of everything, so as we build these platforms, we will have opportunities to reach out to them through newsletters but also have some incentive programs and things that would get them engaged and continue to educate them year after year. And then on the other side of the program, we're looking at ambassadors, and this is more specific to Travel Nevada partners, and we really want to help provide a platform for frontline staff, volunteers, GMOs, anyone out there working in the tourism industry, really showing them how to be more welcoming, for example, just educating them on any updates that may be out there. Ideally, we'd like to collect these updates from all of our partners, have them on the site, so as a visitor is going from one destination to the next, an ambassador could pull up the content and say, oh, you should look out for these things that are coming as you drive down the road because I know a lot of these partners within the state get these questions a lot and it'd just be great to have this kind of knowledge base resource that they can access any time and again, here are our metrics. We'll look at certifications in terms of certifying these ambassadors, potentially doing some event participation programs to get them engaged and incentivized as well. And for this, we've looked at a couple of platforms and so the idea is that we would hopefully get the content curated with the help of marketing and PR in terms of the voice and tone and get that out there by January, testing and launching in February, and at our next commission meeting, we'll have a dashboard reporting on how those are going, and that was it. In the appendix, I did add some other research data but that is really up to --if you have any questions, I can certainly respond to any of that but that was it.

RIBAUDO: Just, just a quick question. Really nice presentation. I'm really curious about international because the international dynamics have changed so much, and I saw something the other day that really disturbed me and it was a video and again, very anecdotal, but it raised a flag in my head of the perception that others have of this country and it was not good, and I'm wondering, is there data, is there information, are we seeing that, I mean, this video went on and on about how unsafe this country was and all these other negatives were pretty high and I don't know the answer and I just am really kind of curious just for myself on this.

ECKERT: Thanks --

BRUNELLE: So Carl -- Anton, if I could real quick. So Carl, from our perspective, when we take a look at demand, so our international team continues to talk to tour operators, receptives in Canada, Mexico, UK, and Germany, and we are hearing the demand for Las Vegas in particular as air service begins to return. Virgin came back and is doing flights to

Vegas. That started a week ago Monday. BA started this Monday. Copa, Royal Dutch, KLM start December 8th, and then we see some other carriers coming back. What we're hearing is the demand is actually stronger than it was '18, going into '19 as we look at '21 going into '22 –

RIBAUDO: Good to know.

BRUNELLE: -- so, so that may be the case when you take a look at perceptions for certain things, but what we're hearing and seeing is pretty positive at this moment in terms of wanting to get back to travel, specifically to Las Vegas.

RIBAUDO: Okay. Good deal. Good, good.

ECKERT: Yeah. And if I –

RIBAUDO: Just curious.

ECKERT: -- and if I can respond to that, Carl and Fletch, also we work really closely with Brand USA, who was also helping with that messaging, to kind of turn that around as well as US Travel in helping how to position those key points because that, to be honest, those issues have been here before COVID, so it's always been there. I mean, the fact that Americans have the ability to own a gun is, is not normal in a lot of other countries, so that's something that most travelers are aware of.

RIBAUDO: Okay. Just curious. I'm glad to be reassured. Thanks.

BRUNELLE: The other thing, Anton, to piggyback on the great work that you're doing in terms of bringing back represented groups is we are at the LVCVA re-engaging Canada, Mexico, UK, and Germany, so for us, the rest of this fiscal year, we'll focus on those core four and then we'll evaluate from there based upon air service returning from other origin markets, so that will be for us the, the real movement, so again, we're looking at, at re-engaging starting in December with those core four.

ECKERT: Anton Eckert for, for the record. Thank you so much. I actually had a call out to Fernando to get those updates from him. I know he was out for Brand USA Brandweek a couple of weeks ago and we'll reconnect with him and get that update because it is important. We will be looking at what Las Vegas does and I'm hoping that the reason why we've right now just restarted with Canada and Mexico is that we were also waiting for incremental funding and those dates, as I mentioned, are fluctuating in terms of when we'll reopen the offices based on the funds we also have available.

BRUNELLE: Any other questions or comments from the committee? Hi, Cynthia.

MUN: Hi. I also thought it was a great presentation and I'm guessing that part of the presentations today will also be presented at the regular commission meeting in December?

KAWCHACK: M.E. Kawchack for the record. Portions of some of them. I don't think that we need to go into all of our updates with the web and everything. That will be in that commission packet, but I do believe that Anton's presentation or parts of it would be presented to the whole commission in December.

MUN: Thank you.

BRUNELLE: All right. If there are no other questions, we can now move on to Item G, discussion-only items and any other updates. ME?

KAWCHACK: M.E. Kawchack for the record. I will follow up with everybody for dates for February, so we can pin that down because it will happen before we know it. In that email, I will also ask if anybody would like to volunteer to be on any of our evaluation committees for RFPs coming up in the spring. We did have marketing committee members on those before as well as commission members, so that's the goal for our upcoming RFPs in the spring.

BRUNELLE: All right. Thank you. Before we wrap up, are there any other committee comments?

RIBAUDO: Just a warm welcome to all the newcomers and thanks to the staff. This was a really good meeting. I appreciate it and the vendors. Really, really helpful meeting. And happy holidays, everyone.

KAWCHACK: Thanks, Carl. Can you even believe it? I can't.

RIBAUDO: No, I just finished a fire. I'm not even ready.

KAWCHACK: I know. Glad that you're safe.

RIBAUDO: Yeah, yeah. No, that's good.

BRUNELLE: According to my clock, it's apparently 11:00. All right. If there are no other comments from the committee, we can now move to any additional public comments for anyone on the phone. ME, do we have anyone on the phone, public-wise?

KAWCHACK: M.E. Kawchack for the record. I am not seeing any and I did not receive any emails during the meeting.

BRUNELLE: Excellent. With that in mind, I'd like to ask for a motion to adjourn today's marketing subcommittee meeting at 11:01 a.m. Can I get a second?

MULTIPLE: Second.

BRUNELLE: All right. All those in favor?

MULTIPLE: Aye.

BRUNELLE: Those opposed, I'm sorry, but we're going to adjourn the meeting.

RIBAUDO: Thank you, Fletch.

BRUNELLE: Happy Thanksgiving to you all and be safe. Bye now.  
[end of meeting]