NEVADA
COMMISSION ON TOURISM

Wednesday, February 15, 2017
11:00 A.M.

MEETING LOCATIONS:

401 N. Carson Street
Carson City, NV 89701

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

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

NEVADA
COMMISSION
ON TOURISM

Commissioners

Lt. Governor Mark Hutchison, Commission Chair*
Cindy Carano, Vice Chair*
Ryan Sheltra*
Don Newman*
John Wagnon*
Rossi Ralenkotter*
Phil DeLone*
Herb Santos*
Mike Vaswani*
Denice Miller*
Bob Morse*
Bob Stoldal
Julia Arger
Richard Arnold
Voting Member

NOTICE OF PUBLIC MEETING

Nevada Commission on Tourism
Department of Tourism and Cultural Affairs

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

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

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

MEETING DATE:
Wednesday, February 15, 2017 – 11:00 am

AGENDA

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

Nevada Commission on Tourism, Carson City, Nevada
Legislative Counsel Bureau, Carson City and Las Vegas, Nevada
Nevada State Library, Carson City, Nevada
Clark County Library, Windmill Branch, Las Vegas, NV
Websites: www.TravelNevada.biz and www.notice.nv.gov

- Action may be taken on those items denoted "For Possible Action".
- Items on this agenda may be taken in a different order than listed.
- Two or more agenda items may be combined for consideration.
- An item may be removed from this agenda or discussion relating to an item on this agenda may be delayed at any time.
- Public comment will be allowed at the beginning and at the end of the meeting. Because of time considerations, the period for public comment by each speaker may be limited to 3 minutes at the discretion of the chair, and speakers are urged to avoid repetition of comments made by previous speakers.
- Meetings are audio-recorded as part of the public record. Speakers are requested to identify themselves before speaking.
- Note: Please provide NCOT with electronic or written copies of testimony and visual presentations if you wish to have complete versions included as exhibits with the minutes.

I. Roll Call

A. Call to Order and Confirmation of Proper Posting
B. Roll Call and Determination of Quorum

II. Public Comment

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

III. For Possible Action – Approval of Minutes

A. Approval of the December 14, 2016 Commission Meeting Minutes

IV. Presentation

A. Reno Air Race Association – presentation by Mike Crowell and Mary Beth Sewald
The Reno Air Races Association will provide the Commission with an update on the event as well as the NBC Sports broadcast.

V. Agency Reports

A. Chair's Report
1. Welcome/Introduction of Newly Appointed Commissioners:
   a. Denice Miller, Senior Vice President Government Affairs, MGM Resorts International
   b. Phil DeLone, President/CEO, Reno Sparks Convention and Visitors Authority

2. Legislative Session Update

3. Recognition of Rossi Ralenkotter for receiving the *DMO Leadership Award* from Destination Marketing Association International (DMAI).

B. Administration
1. Year-to-Date Budget Overview

2. Quarterly Update
Review of the written report provided by Division staff regarding activities and performance as each relates to the key performance indicators.

3. FY18-19 Budget Overview
Using the Governor's Recommended Budget, the Division will provide an overview of the proposed FY18-19 budget.

2. FY16-17 Annual Report
   Using the FY16-17 strategic plan as the foundation, the Division, in collaboration with Fahlgren Mortine, has created an annual report to highlight the progress toward achieving the goals/metrics as outlined. As this is a first-time effort, the report will be reviewed by the Commission.

3. FY18-19 Strategic Plan/Strategic Planning Process
   According to NRS 231.260 the Division of Tourism will create a state plan to promote travel and tourism in Nevada. The Division has been working from the FY16-17 plan and its Key Performance Indicators for both the Division and each group. To reflect the FY18-19 budget and the continually evolving marketing environment, a new plan must be created. The strategic planning process will be discussed and a timeline identified to ensure the plan is completed within the first quarter of FY18.

4. Personnel Update

C. Public Relations
   1. Legislative Session – Review of the stakeholder outreach program toolkit

   2. Executive Order Briefing on Potential Impact to the Tourism Industry in Nevada
      A briefing is included in the packet. TO NOTE: This briefing was prepared and packet sent prior to the ruling by the Appeals Court. Should this occur prior to the Commission meeting, the Division will provide updated information based on the ruling.

D. Marketing
   1. Creative evolution – new print direction – For Possible Action
      The Marketing Committee was presented with two print concepts and has selected to move forward with developing the "Nevada Begins" approach. This print concept will lay the foundation for the broadcast and digital treatments. TO NOTE: The ad in the packet is concept only. The actual creative treatment is forthcoming. The Commission is asked to review and vote on the decision of the Marketing Committee to move forward with this direction.

   2. Fall/Winter Campaign – Update on the results to date on the Fall/Winter seasonal marketing campaign.

   3. NVCulture.org – Review of the new cultural affairs site

   4. TravelNevada.biz – Review of the new industry portal

E. Sales & Industry Partners
   1. Rural Roundup 2017 Update
      The annual Rural Roundup will be held April 26-28 in Elko. The Division will provide an update about the event.

   2. Go West Update – Annual international tradeshow to be held in Reno, NV February 20-23, 2017.

3. Brand USA update – Year-to-date programming and results.

4. Brand USA China Sales Mission/China Reentry Sales Mission
The Division will provide an update on its participation in the Brand USA China Sales Mission the end of March and intended Nevada China Reentry mission the first week of April.

VI. Commissioner Comments

VII. Public Comment

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

VIII. For Possible Action - Adjournment

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

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

December 14, 2016
Commission Meeting

Draft Minutes

For Approval

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MINUTES of the NEVADA COMMISSION ON TOURISM
December 14, 2016

The Nevada Commission on Tourism held a Commission meeting at 1:00 p.m. on December 14, 2016, by phone conference and at 401 N. Carson St. Carson City, NV 89703.

Call to Order
Vice Chair Carano called the meeting to order at 1:02 p.m.

Commissioners Present:
Cindy Carano, Vice Chair
Ryan Sheltra
Jennifer Cunningham
Don Newman
Herb Santos, Jr.
John Wagnon
Julia Arger

Commissioners who are absent/excused:
Lieutenant Governor Mark A. Hutchison, Chair
Richard Arnold
Rossi Ralenkotter
Bob Stoldal
Mike Vaswani
Dallas Haun

Staff present:
Claudia Vecchio, Director
Sarah Bradley, DAG

Roll Call and Determination of Quorum

CARANO: Good afternoon. This is Cindy Carano. I am calling to order the Nevada Commission on Tourism and Department of Cultural Affairs meeting for December 14th, 2016. This is a tele-conference meeting and I have been insured that all proper postings have been made.

VECCHIO: Yes.

CARANO: I would like to call role. Lieutenant Governor Hutchinson is unable to attend. Bob Morse?

MORSE: Here.

CARANO: Jennifer Cunningham?

CUNNINGHAM: Here.

CARANO: Cindy Carano. Dallas Haun has resigned from the Commission and he has taken position with the Las Vegas Stadium Authority Board. We wish him well and thank him very much for his service. Don Newman?

NEWMAN: Here.

CARANO: Rossi Ralenkotter is unable to attend, but I believe Kevin Bagger may be on the phone?

BAGGER: Yes. Kevin is here.

CARANO: Thank you. Herb Santos?

SANTOS: Present.

CARANO: Ryan Sheltra?

SHELTRA: Present.

CARANO: Mike Vaswani? Expected to attend. John Wagnon?

WAGNON: Here.

CARANO: Julie Arger?

ARGER: Here.

CARANO: Richard Arnold, unable to attend. Bob Stoldal? He will call in a little bit later. Then we have Claudia Vecchio and Sara Bradley on the phone. We do have a quorum. There you go.

Public Comment

CARANO: I would like to open up to public comment. Is there anyone that would like to make a public comment? Hearing none.

Approval of Minutes

CARANO: We have minutes to approve for the September 21st Commission Meeting. Do I have any motions?

CUNNINGHAM: This is Jennifer. I move that we approve the minutes from the last meeting.

CARANO: September 21st.

CUNNINGHAM: Thank you. September 21st meeting.

SHELTRA: Ryan Sheltra. I will second.

CARANO: Okay. Any discussions? All in favor?

GROUP: Aye.

CARANO: Any opposed? Motion passes. I would like to call for approval of the minutes for October 11th. Calling for a motion?

CUNNINGHAM: I move that we approve the minutes from the October 11th Commission Meeting. Jennifer Cunningham.

NEWMAN: Don Newman. I will second that.

CARANO: Thank you. Any discussion? Hearing none, all those in favor?

GROUP: Aye.

CARANO: Any opposed? Motion passes. There we go.

7 Magic Mountains

CARANO: On to Item No. 4 for possible action. We have additional funding for the 7 Magic Mountains Art Installation outside of Jean, Nevada. I'm sure we've all read the report in our packets. They are requesting $150,000 additional and I think we may

have some discussion. I would like to open this up for discussion. Is anybody here from the Museum on the phone?

VECCHIO: Cindy, they were supposed to be in person here in Carson City and they have not arrived. If it's possible, can we table that discussion and deal with it when they arrive or we get confirmation that they are on the phone?

CARANO: Yes. I think that is good.

CLAUDIA: Okay. They just arrived. If we can just give them a second?

HORN: I'm sorry.

VECCHIO: It's all right. We're on your section.

HORN: Oh. Just in time. We went to the wrong building.

VECCHIO: We now have David Walker and Amanda Horn from the Nevada Museum of Art. Cindy, if you want to give them a moment to walk through the presentation they put into this packet. It's a follow-up to the last meeting. Do you want to provide an overview of where you are?

HORN: Yes. Absolutely.

CARANO: Great. I would be happy to hear from the Nevada Museum of Art when they're ready.

WALKER: Hi there. This is David Walker, Executive Director of the Nevada Museum of Art. Thank you for hearing from us again. We gave, I think, a pretty comprehensive overview of the success of Seven Magic Mountains at the last hearing we were invited to present to. I think we have demonstrated that the success of the project has had incredible impact on tourism and visitation in the State of Nevada, and it continues to do so. Amanda Horn who is our Director of Communications, who has been the point person for the project for the last two years, provided a nice summary of the publicity to date.

We have a $3.5M budget for the project. We are about $350K shy of closing the gap on the cost. Many of those costs were related to safety concerns. We worked with Las Vegas Paving Corporation to build a left hand turn lane per Steve Sisolak's suggestion, actually, requirement. We created a big parking lot next to the project, and we are coming back to the Nevada Commission on Tourism to see if we can't see a $150K grant from you to help us close the gap on the cost of the project.

Seven Magic Mountains will be up through May of 2018, and we're seeing up to 1,000 people a day who are visiting it. It's been extremely popular and I think we've already done this report once before. If Amanda Horn wants to jump in and provide further information, here she is.

HORN: This is Amanda Horn, Director of Communications for the Nevada Museum of Art and also point person for 7 Magic Mountains. When we last presented, when we gave the media report, we asked the NCOT Agency to do an evaluation for publicity value. Since that time, which is only a couple of months ago, it has already increased by another $700,385. Now the total publicity value update is almost $6.5M and it continues to increase. We actually have a photo shoot scheduled with *Vogue* Magazine. They are doing a major editorial layout in January, so that will be another big hit for a summer feature.

WALKER: Eight pages?

HORN: Yes. Eight pages of layout that they are doing. Right now we are securing the permits for that shoot. It continues to be incredibly popular. Right after we last met with you, the CBS Sunday Morning segment aired, which was incredibly powerful to see that much airtime, almost six minutes of airtime on national television. People around the country could see it and then we have gotten more hits online. Actually, when I looked at how they had posted on their Facebook—because we were in the same show as Phil Collins, the popstar, and we had more shares on our story than the Phil Collins story did, which was something like 8,000. It was pretty cool. Little anecdotes like that always make you feel really positive about what you do.

Another exciting thing that's happened since the last we met is, I was in attendance in Art Basel Miami this year just a couple of weeks ago. It's the largest art fair in the United States. There is a single mountain the artist produced called, Miami Mountain. It's only one sculpture of seven—we have seven here—and it's just a single stack. It's in a park outside of what's known as the Bass Museum, which is a contemporary art museum in Miami Beach. What was really incredible about that, it was directly inspired by Seven Magic Mountains. They saw it there and came out to the opening and they said, we want to have one of these for Miami. It's made from Nevada limestone from the same quarry that made Seven Magic Mountains. The press attention Miami has received has also now continued to increase our publicity value because every time somebody talks about Miami Mountain, they reference the Seven Magic Mountains project. They mention the Nevada Museum of Art, they go into great detail because ours is a much bigger story that you can't get away from that, even when you're talking about other things that this has inspired.

We continue to leverage that, and in Miami you had a 1,000 art journalists who were all there talking about it; I got to interface with many of them, and also talking to preeminent people in the art world who are now seeing this and now are also going to come out to see it in the desert. It really just continues to build momentum and success the longer that it's up and we couldn't be happier about the continued success that we're receiving.

CARANO: Are you finished with your presentation?

HORN: I think so. As I mentioned, the future marketing and PR plans, one other thing that I will mention is that we are in the process of planning a one-year anniversary event in the desert in Las Vegas with the artists. That will create another opportunity to bolster more press attention and have more eyes focused on Las Vegas again.

What's been great is that we've had some of these waves and pulses. You have the incredible wave from the opening, then we had a big story like the CBS Sunday Morning that got more attention, you have Miami, and now you're going to follow up in May with another big event out there and bringing the artist out to speak. We look for these ways to continue to get more eyes on it and leverage more of the media success. Of course, social media continues to grow exceptionally each day. The last report that we gave you, Instagram was over 500K likes.

I have already had more weddings happen out there since last time we spoke, it's become very popular. I let people know, as long as they are not planning a big event and they just want to have a simple ceremony with a handful of guests then that's perfectly fine. It's just really cool to see that so many people are specifically making Seven Magic Mountains a destination. That's really awesome for Nevada, to continue to be looked at as a cultural destination, on top of everything else that is so wonderful about this State.

WALKER: This is David again. If I could just add something that we discussed at the last meeting, which is that the museum is the only art museum in the State of Nevada. We are working throughout the State on a variety of initiatives and programs, but Las Vegas is a big focus of ours.

During the two-year run of Seven Magic Mountains, while it's up, we have a variety of exhibitions, and public programs and education programs with the Clark County School District currently underway. We have many STEAM Education programs related to Seven Magic Mountains with the Clark County School District. We will be opening "Tilting the Basin," the big state-wide contemporary art exhibition which features our very best artists throughout the State of Nevada, will be opening in

mid-march at a big 14,000 square foot warehouse in downtown Las Vegas. Edward Burtynsky, our photograph collection is now on view at UNLV.

The programming that is going alongside Seven Magic Mountains is significant in terms of engaging the Las Vegas community in a variety of educational cultural programming that we hope will, at some point, lead to a more formal relationship of our museum and Las Vegas.

CARANO: Okay.

HORN: If I could just close with one additional anecdote because I can't really underscore enough how incredible this project has been to really open up attention toward this State, and toward what we're doing out here. Again, when I was in Miami, every single conversation I had with anyone I met from a collector, from a Museum Director, a journalist, or other, every single person that I mentioned, I'm with the Nevada Museum of Art we produced Seven Magic Mountains, everybody knew. They said, oh my gosh, I've heard so much about it, I can't wait to go see it. And, what are you guys doing next, you guys are doing really cool stuff out there in Nevada.

It was just so amazing to be able to have doors that we have been knocking on for a long time have just burst open. The potential of what we have going forward, again, as a State and getting people excited and getting on the radar that we haven't really been on yet, is really phenomenal. I'm excited about the future.

CARANO: Thank you Amanda. Thank you, David. This is Cindy Carano. The point of this today is that the Nevada Museum of Art is requesting an additional $150,000 sponsorship. The Commission on Tourism sponsored this initially with a $100,000 sponsorship in 2015, and we are being asked for an additional $150,000. Do we have any comments from the Commission?

SANTOS: This is Herb Santos. I have a question if I could?

CARANO: Yes, Sir.

SANTOS: There was a comment that the increase in cost of safety increased their project cost. Can I get an understanding as to what that additional cost from our concerns with safety did to the overall project cost?

WALKER: Yes. It increased the overall cost by about $450,000.

SANTOS: Okay.

WALKER: By the way, we have had zero incidents in connection with safety. It's been a very orderly affair. We had an initial and one-time graffiti incident about three weeks after opening. We have had great cooperation with the police authorities and with Nevada Highway Patrol, who now make it part of their routine to get off the highway on to the old Las Vegas Boulevard and make an appearance on an hourly/every other hour basis in the parking lots. It's been really great.

SANTOS: That's good. It sounds like our money was well spent then.

CUNNINGHAM: This is Jennifer Cunningham for the record. I just would like to comment that I am 100% behind this expense. We've all talked about it at the last meeting, but it's such a great way to further the position of our State. I applaud David and the whole team at the museum for pulling this project off with such polished professionalism. You did a great job. Thank you.

CARANO: Thank you, Jennifer.

NEWMAN: This is Commissioner Newman. I would echo those comments. $6.5 million in publicity is phenomenal, and then the press not only around the US but worldwide, is incredible. I'm sure Bethany, if she is on the line, would vouch for the value versus our investment in this. My question goes to either David Peterson or Claudia regarding our budget and the ability to find the dollars to support this. So, is the money there? Is it going to impact any plans that we had for this or do we have this discretionary funding available?

CARANO: This is Cindy Carano. Those were my questions exactly, thank you Don.

VECCHIO: This is Claudia. The funds for this, just as they do when we have opportunistic sponsorship programs that come up after the budget has already been determined, come from the media buy. If we look at the ROI between a media buy, and the paid media side and this, there is no question that the publicity value on this project has been tremendous. The dollars would come from the media buy, which is where they come from every time we do this sort of special sponsorship. The funding is there, it would just get moved.

CARANO: This is Cindy Carano. Looking at the budget which is the next item on the agenda, for Promotion and Advertising, in 2016 was $12,168,000. In 2017, it's down about $900,000 to $11,300,000. We're already budgeted lower for this fiscal year. So, taking another $150K from that is the question. What would we be giving up, or would we?

VECCHIO: Cindy, this is Claudia. The reason that the Funding is down is because that '16 money reflects the Interim Finance Committee request. It's not to say that in '17 we wouldn't go back because that has to do with increased lodging tax above and beyond projection. We don't know if that's going to happen, but that's how the budget was increased for that particular year. That's what the difference is. It's not that the budget necessarily goes down, it's just that we had that additional funding at the end of the year for the IFC.

CARANO: I expect that we will have that again if we do our due diligence at the IFC meeting and request those funds be funneled back into the Commission on Tourism versus being sent to the General Fund. That's how it works, right?

VECCHIO: Yes.

CARANO: Okay. Any other comments?

ARGER: Yes. This is Julia Arger. I just want to echo the support for this. I think it's a terrific opportunity for our state to highlight culture and the arts, and cultural tourism with Seven Magic Mountains. I just think it's terrific. If you haven't been there, make sure you make that trek because it's pretty phenomenal. Congratulations to you, Dave, and to the whole Nevada Museum of Arts. I throw my whole support behind it.

WALKER: Thank you.

CARANO: Thank you, Julia. Any other comments from the Commission or other people on the line? No?

SHELTRA: Cindy, this is Ryan. [crosstalk]— go ahead Don.

NEWMAN: That we have—that it's going to come out of the that budget, again, the rate of return is $6.5M in publicity for the $150,000, this go around, $250K all told, the ROI is tremendous. I think the numbers speak for themselves that we should continue to support this going forward. Whatever we're going to give up, what we've achieved already, then with the whole new go around with the one-year anniversary, we should easily hit $10M in exposure from this art piece.

CARANO: Thank you Don. Ryan, did you want to say something?

SHELTRA: Yes. Cindy, thank you. David and Amanda, kudos to you. You have made me a believer because I certainly was skeptical when I first saw the conceptual plan to this project. You guys have delivered and really opened my eyes to the possibilities of

what your trade can do for the state and do for tourism. So, very happy with that. My question, and you kind of hit on it, what are you guys going to do for an encore? What's next? This is now the expected piece from museums. What happens after Seven Magic Mountains?

WALKER: Well, let me tell you. We are putting together a strategic plan for the next ten years and we are in serious discussions with regard to significant expansion of the museum in Reno, and potentially in Las Vegas and Symphony Park. I don't want to say much more than that, but this is something that has been a parallel conversation and exploration with Seven Magic Mountains, which will give you some sense as to why we have made such an enormous investment of time and resources into Seven Magic Mountains.

Let me speak specifically to the next big international art project we are working on. We are working with the renowned artist, Trevor Paglen, who is based in Berlin Germany. He is from the Bay area. He has an MFA from the Chicago Art Institute, and a PhD in Geography from UC Berkley. Trevor will be the first artist to send a satellite into orbit, not for military reasons and not for commercial reasons, but purely as an artistic gesture. We are now on a scheduled rocket launch with SpaceX in spring of 2018.

I will tell you that it is a $1.5 million project, but it is going to be the icon to STEAM education programming not only in the State of Nevada, but worldwide. We are developing the STEAM Education Programming right now as we speak, and Trevor will be a big speaker at the Meuse next year. In fact, we're going to see SpaceX and the big VC Firm behind them next week, but we've raised about $500,000 of the $1.5 million we need. We are confident that we're going to get it.

CBS Sunday Morning, The New York Times and about 20 other international media properties have already approached us asking for the exclusive on this project. The New York Times said that this is going to be the biggest exhibition ever. We're very excited about that. We think Seven Magic Mountains is a radical move for the State of Nevada and it connects to the history of land art here in the Southwest, but we're also looking up to the skies and we think Trevor Paglen's project is going to be unbelievable.

If you haven't been to our museum in the last six months, hanging in the atrium is a Mylar satellite balloon that is similar to the satellite that is going to be shot up in a cube sat up into orbit. Come by and see it, it's a little bit smaller, we had to scale it to the space that it's in, but this is a big deal. If you're on our planet, a year and a half from now, you're going to be look up and see this thing as it floats across orbit and track it on an app on your iPhone. All of the schools are going to be very much

engaged in this throughout the country. So, that's the next big move. We continue to think big.

HORN: The artist Trevor Paglen will be having a retrospective at the Smithsonian Museum of American Art at the same time that we launch this into space. In fact, I will be meeting with their education team in January because we will be using their national distribution platform to distribute our STEAM Education. We will be taking what we develop here in Nevada out through those channels across the country and worldwide. And, yes, I am the point person on that project as well. It's a big audacious, crazy project and will be a lot of fun.

SHELTRA: That's fantastic. Amanda, I will take David up on his invitation. I will come down to the museum and you can give me a tour.

HORN: I will. You are overdue Ryan!

SHELTRA: Getting back to 7 Magic Mountains, historically, but I can't back up a percentage of this, this is just going off of a feel of the time I served on the Commission, but we've been heavy to fund Northern projects, and we've always had incredibly strong support from the Southern Commissioners when doing so. I don't think it was intentional by any means, I just think the strength of the LVCVA has been able to support Southern Nevada and the rural and northern stuff had to lean a little more heavily on NCOT.

Whenever I see a real high-quality Vegas project, I'm always want to get behind it just for how much we've done for the North over the time. This certainly is a quality project, and this certainly fits all of those pieces. My question would be for Claudia. I am in absolute support of either full-funding or partial funding some aspect of this request based upon Claudia's recommendation on the media buy and what this will do. Claudia, if you were to come back and say, hey, $50,000 doesn't hurt us—whatever that number is, and maybe it's the full $150,000, but based upon that recommendation, I will throw my support behind it. Thank you.

CARANO: Thank you, Ryan. Claudia, do you have a response to that?

VECCHIO: I certainly think that we can support this at the $150,000 level. It's up to all of you, I am not making this decision. There is no question that a level that is lower than that provides us with more media to promote the state, but if it continues with the momentum it has, it's doing a tremendous job of promoting the State as well.

I think this is an extraordinary opportunity for us to continue to shape the brand of Nevada, and this project has certainly helped us to expand that. So, it's up to you.

SHELTRA: Claudia, thank you for answering that. Back to our Vice Chair, I'm in full support as it's being proposed.

CARANO: Thank you, Ryan. I have a feeling you knew the answer to your question about what the future of the Nevada Museum of Art is because that was quite the "key up." This is Cindy Carano again, and I have a question for David and Amanda. Is the STEAM Education for this project being spent in Washoe and Clark County just because of proximity of the Seven Magic Mountains? Our Commission concentrates on the rurals. The rural arts education, I'm sure, is in much need of understanding the possibility of the arts.

Sometimes in our Native American culture, the arts are so important to their culture and to have some exposure to the history of art and what the Museum of Art is doing would be so important, I think. Are you concentrating on the rurals, and on the Native American culture at all?

WALKER: Yes. What we did three years ago was a major exhibition surveying, what we consider, the most important Native American art practicing in the State of Nevada. Eric Gold was the first exhibition that they got behind and supported. We thought it was very interesting that it was a very controversial exhibition because there were some opinions expressed about mining on lands that traditionally have been occupied by Native Americans.

We also have our big Art and Environment Conference coming up in October. We have, probably, ten Native American artists from Nevada all the way up to Alaska, who will be presenting at the conference. This is a big international event and a big flagship deal for the museum. We have an exhibition opening up in Elko that we've curated that is going to open—has it already opened?

HORN: It will be coinciding with Cowboy Poetry Gathering.

WALKER: Yes, it's the big exhibition in Elko. Then, we've done numerous traveling shows with Ely and other smaller markets throughout the State of Nevada. We've already talked a little bit about what we're doing in Las Vegas. So, you know, our aspirations as an institution really are aligned with serving the entire state. Obviously, the biggest markets would be Reno, edge on Carson City, and also in Las Vegas. We are not isolating our energies and programming to those two markets, we are working truly throughout the State.

HORN: I will say also, the lesson plans that we have developed with Seven Magic Mountains, are being pushed out through digital channels and are available to

educators throughout the state. We have also now become the clearing house, the host, of the Art Educator's Conference of Nevada. That brings teachers from all across the State.

In the North at least, we serve every year our Scholastic Art Program, which is a competition for middle and high school students, and we service all of Northern Nevada. That includes all of the rurals, everything but Clark Country, and they all come and submit work and we are the ones who get the judges for the artwork. The exhibition is in conjunction with the Holland Project who we collaborate with, and the big event is 600 students, their parents and teachers. It all happens at the Nevada Museum of Art. That's a really big time for us to celebrate and continue that dialogue about art education and importance. I do feel that we are touching the far corners of the State.

CARANO: Okay.

NEWMAN: This is Don Newman again. Thank you very much for bringing that to the forefront, with the importance of art and the projects throughout rural Nevada. Commissioner Sheltra, I would remind you that this project is in rural Nevada. It's in Jean, not Las Vegas. As Rural Commissioner, I would be happy to claim this event as well as, Burning Man which is also a rural Nevada event. Two of the largest art projects throughout the State and worldwide, take place in rural Nevada. We're very happy about that.

CARANO: Well, I appreciate that. This is Cindy Carano again. Most of the room nights generated off this art installation goes to Las Vegas, Clark County, I would assume.

NEWMAN: Well, we share the love.

CARANO: Yes. I agree. I just want to make sure we all know that. I need to get down there to see this, David, and I promise I will. Thank you for giving me until May of 2018. Any other comments from the Commissioners, voting or non-voting members? No. Hearing none, I would entertain a motion.

CUNNINGHAM: I move that we support the Nevada Museum of Arts, 7 Magic Mountain Project for $150,000. This is Jennifer Cunningham.

SANTOS: Herb Santos. I would second the motion.

CARANO: Okay. Thank you. We have a motion and a second to fully fund the sponsorship request from the Nevada Museum of Arts to benefit the Seven Magic Mountain installation in Jean, Nevada. All those in favor?

GROUP: Aye.

CARANO: Any opposed? Hearing none. Great. Thank you very much and congratulations to David and Amanda and your museum for such an important installation in Nevada. Thank you.

HORN: Thank you.

WALKER: Thank you very, very much. We can't tell you how much we appreciate this.

CARANO: We look forward to the annual party down in the desert.

WALKER: Yes.

HORN: Thank you so much, Commissioners.

FY17 2nd Cycle Rural Marketing Grants

CARANO: Okay. Thank you. Okay. Moving on to Item No. 5 for possible action, is the Fiscal Year 2017 Second Cycle Rural Marketing Grant Recommendation Allocation. Who do we have for that?

VECCHIO: Kari Frilot.

CARANO: Kari, thank you very much. Sorry about that. We have your report. Would you like to make your presentation please?

FRILOT: Yes. Thank you. Good afternoon. I hope you can hear me, I'm on a cell phone. I come before you today to request your approval to award $504,230 which is the remainder of the $1.4 million the Nevada Division of Tourism received in fiscal year 2017 for the Rural Marketing Grant Program.

We received 100 applications in this cycle, and are recommending funding for 89 of those projects. Five of these are requests from organizations that have never requested funding before. This Grant Program is intended to assist rural communities with a population of less than 100,000 and is distributed to grant eligible organizations such as CVB, Members of Commerce, Visitor Authorities and nonprofits, in an effort to promote and market their destinations, attractions and events. These funds are generated from room tax money. The goal is to promote these destinations, attractions and events in an effort to generate room nights which would generate additional room tax dollars.

Applicants are required to provide a match, whether that be cash, in-kind or volunteer hours. The Funds are distributed through a reimbursement process and they have until June 30th, 2017, to collect or accept those funds. The recommendations before you today were reviewed by the Territory Advisory Committee, which is made up of the Chairs from each of the six territories. The Rural Commissioner, Don Newman, and myself, the Rural Programs Manager. We met on December 6th, and after reviewing each application, came to a consensus to recommend the awards as presented to you today. Thank you.

CARANO: Thank you, Kari. This is Cindy Carano. I would just like to clarify the amount that is being requested is $504,230. Do we have any comments? Do you have further explanation of your Grants? Don, would you like to speak?

NEWMAN: No, well, yes. I don't have any major comments to add. Again, we all met in Carson City a couple of weeks ago and went through this, about 3 1/2 hours. We do go through these individually, all of these applications. We honestly feel that these represent, truly represent, rural Nevada. Each community attempts an effort to promote events to bring additional visitors to the regions.

It was a fairly simple meeting this time. It was very straightforward. There wasn't a lot of contentious debate amongst ourselves this time, and it was a fairly smooth process. Kari did a great job going through this and the Committee did good work in determining what's eligible and what's not. I would recommend that we accept these grant requests.

CARANO: Great. Any comments from the rest of the Commission? Hearing none. This is Cindy Carano again, and I would just like to thank you, Don, and Kari, and your Committee on the hard work that you've done. It's just amazing reading through all of these. I would also like to commend all of the different territories for reaching out to the Nevada Commission on Tourism and Cultural Affairs to make sure that we're involved in the marketing, mostly, of these tremendous projects throughout the State. It's really something else, what we do here. I guess we could entertain a motion if there are no more comments.

SHELTRA: This is Commissioner Sheltra. I make the motion to Fund the Second Cycle Rural Marketing Grant Program in its entirety for $504,230.

CARANO: Thank you. Do we have a second?

WAGNON: Yes. This is John. Second.

CARANO: Okay. Thank you. We have a motion and a second. Any more comments? Hearing none, all those in favor?

GROUP: Aye.

CARANO: Any opposed? Motion passes. Thank you very much for your hard work there.

Reports

CARANO: Moving on to Item No. 6, the Chair's Report. That would be me. I am Vice Chair and I would like to say thank you for the opportunity to Chair these meetings. I'm sorry that Lt. Governor Hutchison is not able to be with us, but I just really have one thing to talk about. I'm not sure that this person is either in the room or on the phone, but we all know that Larry Friedman is retiring from the Commission on Tourism after almost 26 ½ years of service. Is Larry there? No? He is not here? Claudia?

FRIEDMAN: I'm actually at the Eldorado.

CARANO: Oh. That's so funny. Do you want to come to my office?

FRIEDMAN: I'm at the Reno Tahoe territory meeting today, so I'm in your night club.

CARANO: It's a great place to have a meeting. Okay. Well, Larry, this one is about you. I'm just going to go through your bio a little bit. Larry Friedman is a national sales and marketing rock star, as every Lieutenant Governor that has served with him will tell you.

Larry started as a Grant and Research Manager, was promoted to the Deputy Director Sales and Industry Partners under Tim Mayland. Larry since has served as Interim Director on two occasions and was promoted to the Deputy Director of the Division in 2012, in addition to retaining his responsibilities as Director of Sales of Industry Partners. Larry has opened up five international markets including Brazil, South Korea, France, Australia and India.

As I mentioned already, he is considered an international rock star in the world of tourism, and has represented Nevada tremendously throughout his 26-1/2 years of service to us. As we know, he is going to be irreplaceable and I'm not sure what is going to happen, but we sure do wish him well in future endeavors, knowing that wherever he goes, it's going to be fun. Invite us along sometimes okay, Larry? I would like to invite any of the other Commissioners to say a few comments.

SHELTRA: I'll break the ice. This is Commissioner Sheltra. Larry, I've served with you for just a fraction of your 26-1/2 years. I think I've got almost 10 of them in, and you've been one amazing, amazing guy, not only for the Commission, but for the Commissioners that serve with you, and for the entire State of Nevada.

It's been impressive to watch your leadership in the rurals and to attend the Rural Round-ups, and to see the impact you have on all of our volunteers statewide from border to border across our beautiful canvas. You've been a true leader. When we have changed Directors, and Lieutenant Governors, and Governors, you've been the glue that has literally held the department together and been a great, great training module for all of us newbies as we have come and gone. The one constant has been Larry Friedman.

I don't mean to filibuster on your behalf here, but the depth and value that you have brought NCOT and the hole that you leave is massive. I wish you the absolute very best, and want to thank you on behalf of myself and the Commission for all that you have done for NCOT and the State of Nevada for the last 26-1/2 years. Thank you.

WAGNON: This is Commissioner Wagnon. I've actually known and worked with Larry since before he worked for the Nevada Commission on Tourism, and certainly ever since he started working for the Nevada Commission on Tourism, mostly in the area of international marketing with the ski industry and specifically South Lake Tahoe and Heavenly.

I was a Commissioner with the California Travel and Tourism Commission and out in the international world as well, and Larry has such an incredible reputation out in the international tourism circles. I mean, literally everybody in that business knows Larry and has nothing but the utmost respect for Larry. He has done such an incredible job for the State of Nevada and I can say for the ski industry as well, he has done a phenomenal job for our industry.

There are huge shoes to fill. Somebody like Larry who is so well-respected and so well-connected in that world, it's not something that you can just step into and build those kind of relationships. Larry has done a phenomenal job. It will be very tough to find somebody to fill those shoes.

You've done an incredible job, Larry, and we greatly appreciate it from the ski industry perspective; everything that you've done for the ski industry, for the State of Nevada, for me personally, I greatly appreciate it. Congratulations on your retirement, it's well-deserved. Having just retired myself, I can tell you, it's a good move.

NEWMAN: This is Don Newman. Larry, thank you is just the honest thing that we can say. You've been incredible. You are always in such good spirits, you've always risen to the challenge whenever called upon.

When I first met you, was at a Rural Round-up, and I don't remember where we were, I want to say Fallon. But, there was a Pepsi clock that was being distributed as an award from the rural, and I've been trying to find a replica of that clock. Don't be surprised if some day it shows up on your doorstep, we're still searching high and low for that thing. Traveling throughout rural Nevada, as well as traveling the world, there is a lot of similarity. Again, I can just say thank you for your efforts and your friendship, it certainly means an awful lot to me.

CUNNINGHAM: I'll jump in next. This is Commissioner Jennifer Cunningham. Oh my Gosh. Larry, I think we go back to the Tahoe Queen days so many years ago. You always had that incredible, infectious laugh that we all know you so well for, and we can hear you three rooms down in the Convention Center. You have become not only so well-respected in the industry, but you are iconic. You are one of the good guys. Not only that, you've been tremendously effective with what you've brought to the State. I think we are all so proud of you. Thank you for your service.

CARANO: Thank you. Is there anyone else?

SANTOS: I can say when I first got on this Commission, I had a hard time remembering what the name of the Commission was because I was so green, and didn't really know what was going on, and Larry was just such a tremendous help. The couple of events that I went to, I just watched him interact with folks. When you say that he is a rock star, it is an understatement.

We had a dinner at the Governor's mansion with the folks from Brazil and it was amazing. I'm not sure if the people from Brazil came up to Nevada to the event or to see Larry. I mean, he is just such a tremendous asset to this Commission, such a tremendous asset to the State of Nevada. It's sad that you're retiring, I wish we could somehow—if I could go get a restraining order to prevent you from retiring from the Commission, I would do that in a heartbeat. I just want to thank you for all the assistance that you have given me, and what you've done for the state. We are very fortunate and lucky to have you.

CARANO: Thank you. Are there any other comments? Larry, do you have a comment?

FRIEDMAN: I just want to thank you all for everything. It means a lot to me. I've been very lucky and very fortunate. Very few people are able to love what they do as much as I

have for the past 26 years. I guess it's better for me wanting more than wanting less so, I have loved it. Anyway, thank you all for everything. It means so much to me. I can't even begin to tell you. I will end this with, when you're at your next Commission meeting, I will think of you from my hammock in Honduras.

CARANO: Can you send it to us? Can you Instagram that picture, Throw that up on our website? Wonderful. Thank you so much, Larry.

NEWMAN: I think that that falls under the, "Don't Fence Me In."

CARANO: That's wonderful. Okay. Well, thank you, Larry. Congratulations and all the best to you. Keep in touch.

FRIEDMAN: I will.

CARANO: Okay. Thank you. I will come up for a hug in a few minutes. I know where you are. We are off to Section B of Item No. 6. That would be Administrative Financial Overview. I'll hand this over to Claudia.

VECCHIO: Thank you, Commissioner Carano. I think it's appropriate that we go from that to the driest thing that we have, which is our budget. David Peterson, never dry however, will run through the budget description as you have it, the category expenditure form. It's just beyond the yellow divider tab. David, are you with us still?

PETERSON: I am. I am walking through the airport right now as I am talking. For the record, this is David Peterson, Chief Operations and Finance Officer. I'm just going to talk through quickly where we're at, fiscal '17. The report that you have, that Claudia mentioned, is right after the yellow tab in the commission packet. This is through November 30th, Q2 of FY17.

Category two is our out of state travel. As you can see, we're just at 23% so far, and that's through November 30th for out of state travel. In state travel we're at 28% so far. We have a lot of travel coming up, obviously, in the second half of each year. I believe that we will spend every dollar of these categories. Category 30 shows that it's 13%, but again, there is training that is going to be taking place in, I believe, April 2017. That budget will be spent as well. Category 31 is our largest category where all of our advertising costs come from, we're currently only at 16%. We still have the ad buy to pay after and we'll be jump starting the November campaign for the winter. So, again, this will be set and I don't want anybody to panic that we're only 16% through. We have yet to receive a single invoice for any campaigns so far. Category 43, is where the quarterly administrative fees come from. So, we're

tracking there because the only thing we have paid so far is the first quarter. That's just an update on our primary categories as far as our action steps go. If anybody has any questions, I'm happy to answer them.

CARANO: Hearing none.

PETERSON: Okay. Claudia, do you want me to give a quick update of where we're at in terms of the FY18-19 budget process?

VECCHIO: Sure.

PETERSON: Okay. David Peterson for the record. We're in the Governor's recommended phase of the budget process. For the last three weeks, we have been addressing questions from the Governors Finance Office as well as the Legislative Council Bureau. So, if everybody remembers back a few months ago, if you look at the timeline, Gov Rec phase at the end of December, and the Governor's recommended budget will become public at the State of the State in January. Just an update for everybody, where we're at right now. We're addressing some enhancement decision unit questions right now with fiscal staff at the budget office as well. We're getting close, obviously, to having the Governor's recommended budget for our department. I don't know if anybody has any questions about that, but I would be happy to answer any questions.

CARANO: Okay. I think that's good. Claudia?

VECCHIO: Yes. Item B on there is the recap of the 2016 Governor's Global Tourism Summit. Just a brief overview. You have the survey included in your packet. Part of the quarterly report that you have in there as well goes through some of the bullets that I am going to talk through here regarding the conference.

It was held October 11th and 12th at the Grand Sierra Resort in Reno. The Grand Sierra Resort was a tremendous partner; they did a great job in hosting it so we do thank them. Attendance was 286 people, which is slightly ahead of the last time we held this in Reno. The attendance in Reno is generally 20 to 25 people fewer than it is when we're down in Las Vegas. Obviously, we're hoping to grow this with the popularity and the relevance of the sales and the media market places, but that's where we stand at the moment with attendance.

As you can see, the survey that is provided is pretty good feedback. There are some concerns in there that we certainly take to heart when we look at creating the next agenda and scheduling the various sessions that we have in the Summit. You will see there is one concern in there about having the sales and the media market place

at the same time. That is something that we can look at separating and ensuring people can participate in both. The idea was that we would get additional participation from the PR and Sales teams, but we can look at separating those two sessions.

We are currently looking at venues for the 2017 Summit that will be held in Las Vegas. We should have that pretty well determined within the next couple of weeks. The contract will not be final until it is approved by the Board of Examiners. Are there any questions about the 2016 Summit, or the upcoming 2017 Summit that I can answer? Any feedback? I know several of you were there. Your feedback and your criticism and comments are always welcome.

If there are no comments, I will continue with the Las Vegas office space update. The Division of Tourism and the Las Vegas group of the Nevada Arts Council have joined together in a new office space in Las Vegas. The space is in an office complex at the corner of Flamingo and Eastern, which is a centralized location there. We're pleased with the location which offers good space. Terry, David and two to three people from the Arts Council will be housed there along with a newly hired IT person for the Southern Nevada area. He will serve tourism and museums as well as the Arts Council.

In addition, I've moved down to Las Vegas for about six months, with the idea to get a better understanding of Southern Nevada. We're not the Division of Northern Nevada, we're not the Division of rural Nevada, we're the Division of Tourism for all of Nevada. This is an opportunity to learn more about Southern Nevada and how we can incorporate that into what we do. The marketing team currently works out of the Carson office.

That's the Las Vegas space update. Are there any questions, comments, or concerns about that? No? Now Bethany is going to provide a brief overview of a couple of public relations programs that I don't think we've touched on too much in the past. There is some good programming happening in the PR for Reno.

DRYSDALE: For the record, Bethany Drysdale, Chief Communications Officer. We haven't really talked about our partnership with the Nevada Broadcasters Association. I wanted to briefly go over that. We partnered with them for a year, and our year contract just ran out so we will be renewing with them for the upcoming year. We get remnant space on all of the TV and radio stations throughout Nevada. This gives us good reach in Southern and rural Nevada. I don't know how many of you have worked with them in your own professional capacity, but they have been wonderful to work with. They produce the spots for us, but they will also accept, of course, produced spots that we provided them.

I took a sampling of reports over the last year; May, July and August. For our investment, which is a $2,500 a month investment, we're getting a return on investment of anywhere from $51.00 to $62.00 per dollar spent. 62:1 is really a phenomenal return on investment. We're right around 2,000 spots per month for radio and TV. We're heavy on radio simply because we don't have the staffing in our PR Team to produce brand new TV spots every month. They are released throughout the day. We're on every station that offers remnant space, as I said, North, South and rural. That's been a really fantastic program for us.

We're trying to do a balance of promotional and public service spots. Some of it is—you're in Nevada, go explore other areas. If it's in May, road trip season, this is the time to get out and explore Nevada, here are the places you can go. TravelNevada.com is your resource for travel planning. Others that are more public service related such as safety on the road, or other services like NDOW or NDOT where you can get support for travel or get information about things to do during the summer or the winter.

We're looking at some partnerships also with those other agencies going into the new year. We would love to partner with NDOW rather than just refer to them, but actually partner with them and do some very targeted messaging about outdoor adventure, wildlife, things like that. We will be looking at a new contract with them for the coming year, but with this kind of return on investment, 62:1, it seems like a pretty sure bet with us.

The next program is the Public Affairs Program. We've been calling it the Create and Convey Value Initiative, also known as, Tourism Means More. That's the campaign title for it. That will really come to light as we go into the legislative session. Through an integrated marketing and PR effort, we will be doing some collateral new imagery, a concerted marketing effort to reach legislators and stakeholders, and decision makers throughout the State.

Part of that involves meetings with legislators, and Claudia is currently scheduled to have several meetings this week and in the near future; meeting with legislators just to tell them who we are and what we do. To go along with that, we have a document that we put together called, "Who We Are and What We Do." It's a one-page document, front and back, just stating what we are as a Division within a Department, how we're funded, and our impact on the State. The overall travel spending, the number of jobs attributed to the travel industry. Things that you've probably all seen. This is information that we refer to quite a bit.

Then, there is also a section on our ROI which is 74:1, again, phenomenal ROI. It touches on our international market and our budget breakdown. I can send this document to anybody who wants it for their own reference, it's kind of a nice cheat sheet if you're going into your own meetings with decision makers. Just for your own reference, I think it's a really good one-sheet to have in your back pocket. So, I can send that around to anybody who would like one.

The Create and Convey Value Plan is in your packet, so I won't go in depth on it but you will see a timeline, and I just want to let you know that we are tracking on schedule for this timeline. We may, over the Holidays, get a little behind on planning the Tourism Day, that's not to say that it's not happening, but the plans will be more via email than in-person meetings as we're going away for holidays and such. All of this is on track. It's all integrated with what's going on with TravelNevada.biz website. It's really a very integrated effort and right on track with what we've been planning to do all along. I am happy to take any questions about either one of those programs or anything else.

CARANO: Thank you, Bethany. Appreciate that. Do we have any questions from the Commission? Hearing None. Okay. Claudia?

VECCHIO: Thank you. This is Claudia Vecchio for the record. Just so you know, we are going through the traditional department updates here. Janet is sitting here. You all have the 2017 Historical Calendar in your packets. She is here if you have any questions about that. First, I want to provide a quick update on the Fall/Winter Marketing Campaign. Brenda is here to give us a little more about the campaign and a snapshot of where the campaign is to date. Brenda?

NEBESKY: Thank you, Claudia. Brenda Nebeski, Chief Marketing Officer. This is just a brief recap of the Fall/Winter Campaign performance to date. In comparing analytics for the first 15 days' year over year, we see core conversion increases in all fronts. With adventure views and...

CARANO: Excuse me. I think we're having a hard time hearing you.

NEBESKY: Sorry. I will move up. Can you hear me now?

CARANO: Yes.

NEBESKY: Okay. Good. Sorry about that. We have Adventure Views and Partner Link Referrals leading the way in page views. That's good news. We launched three new landing pages, which are titled, Road Trips, Insiders Look and Get Outdoors. We have paid online content driving visitors to each of those landing pages. So far,

Road Trips, has the most number of page views, and that page draws visitors to featured itineraries. Since our increased engagement and ultimately booking opportunities, were our goals in the website refresh, we feel like those early indicators are supporting that overall strategy.

Marketing also reviewed the Integrated Marketing Effectiveness study, and that was loaded with all sorts of good information about the nine markets that we buy media in. We will make recommendations on those findings, and make some changes to creative and content direction based on those in the Marketing Committee next month. That's really all I am bringing you today. If you have any questions, I would be happy to answer them.

CARANO: Claudia?

VECCHIO: This is Claudia. The Fall/Winter Campaign is off to a good start. As you know, Fahlgren Mortine did a website refresh and have been fixing some issues that we were having. They continue to make sure the brand stays relevant and updated. Please take a moment to look at TravelNevada.com if you haven't. This whole idea of content development, and content management, and how they're delivering it out via TravelNevada.com and the paid social and paid digital sites. I think they're right on with how people are getting information now. So, Brenda and team, and our partners at Fahlgren are doing a great job of continuing to evolve the brand.

Somebody briefly mentioned TravelNevada.Biz. That's our industry portal and that is incredibly exciting because they are just days away from launching a completely new industry portal on TravelNevada.Biz. We have been talking for a long time about how it will be designed to create a very relevant, information rich site for our industry. I think at this point, our industry goes on there for grants and occasionally to—I think that's it, grants.

This is really an opportunity for us to convey trends, information from our national partners, from US Travel, from Brand USA, the things that we're doing, the partnership opportunities, whether it be the Co-op marketing or press trips, or other kinds of activities that our partners can engage in with us. It's really going to be a vibrant, information-rich site. We will let you know when that launches and we invite you to take a look at that. Your input, again, is critical, but it's very exciting and we're thrilled that we're finally able to get the TravelNevada.biz site off the ground. Any marketing questions? PR questions?

CARANO: This is Cindy Carano. This is somewhat hard to follow this on the phone. The TravelNevada.Biz, when that does launch, can you send us the link so that we can go and see what it is all about?

VECCHIO: Absolutely.

CARANO: That's exciting. Any other questions from the Commission? No? Okay. I'm looking at our timeline. In December we are refining the budget for the legislature and there is going to be some newsletter communications to the legislators. Is it possible that the Commission also see those newsletters?

VECCHIO: That's a Bethany question.

DRYSDALE: Yes. For the record, Bethany Drysdale. Yes. Absolutely. As we get the e-blasts scheduled and written to go out, absolutely, we can send those to you.

CARANO: Okay.

VECCHIO: This is Claudia. There will be additional video components as well, they're on the plan. They're putting together a video and splicing the video with various industry testimonials talking about tourism means more in the value of the industry.

DRYSDALE: Yes. Bethany Drysdale again. We're putting together a long-form video with people from the industry talking about the value of tourism to the state. We're creating it in a way that we can also do quick 30 second outtakes that can be used on social media. We will have a lot of things that we want shared on social media, and would ask each of you if you are willing and able, and feel comfortable doing this, to share on your own networks. As those things are created and put together and ready for distribution, we'll send those to you as well.

CARANO: I truly think this is our role in the next six months, to make sure the everyone we come into contact with, is very aware of what TravelNevada does for Nevada tourism. We all have different circles. Then, February 15th, is our Tourism Day at the legislature. Claudia, where are we now?

Upcoming Meetings

VECCHIO: Item No. 7 for possible action the upcoming meeting schedule. The very last page of your packet is the 2017 proposed meeting dates and times. You will see that this is both the marketing Committee and full Commission meetings. As Brenda mentioned, a marketing meeting in January to talk through the year, where they are creatively and the content plan. Then, February 15th, which would be the same day as Tourism Day at the legislature, to participate in that and then to follow that with the Commission Meeting. May 17th, a full Commission meeting. The 28th, a quarterly Commission and then a Marketing Committee meeting on the 12th of July,

again, to talk about how the summer campaign is going, but also to talk about Fall/Winter. The 16th of August and then the October, November timeframe, at the Global Tourism Summit. Then, the fourth quarter meeting in December.

There are quite a few meetings but this does include both the Marketing Committee meeting and a couple of these grant approval meetings. Please let me know if this schedule works for you. If so, we'll get this on everyone's calendars and if there are dates that are a conflict for you, we can try and reschedule those.

CARANO: This is for possible action. You're asking for this to be approved?

VECCHIO: Yes.

CARANO: Okay. Do we have any comments? Or we can entertain a motion. Do we still have a quorum?

SANTOS: Yes. Herb Santos is here

CUNNINGHAM: Jennifer Cunningham is here.

MORSE: Yes. Bob is still here.

WAGNON: John is still here.

CARANO: Okay. Great. So, do I have a motion?

MORSE: I'll motion. Bob Morse.

CARANO: Okay. That is to approve the proposed schedule for the Nevada Commission on Tourism meetings for 2017. Do we have a second?

CUNNINGHAM: Jennifer Cunningham. Second.

CARANO: Okay. Any discussion? Hearing none, all those in favor?

GROUP: Aye.

CARANO: Any opposed? Hearing none. That passes.

COMMISSIONER COMMENTS

CARANO: Now we're on Commissioner Comments. Do we have any Commissioner comments?

CUNNINGHAM: This is Jennifer Cunningham, for the record. My comment is, that our new CEO will be starting on January 3rd, and I will be stepping down as Commissioner and Phil DeLone will be representing the RSCVA. I am excited for him to start. I will be very sad not to be a Commissioner, I've enjoyed it tremendously.

CARANO: Thank you, Jennifer. This is Cindy Carano and we just have to have those [inaudible] reunions over at the RSCVA. Thank you very much for your service, I do appreciate working with you in all aspects of our tourism jobs.

CUNNINGHAM: Absolutely. I will continue to be involved behind the scenes.

CARANO: Thank you. We look forward to Phil DeLone being on the Commission for the Northern Nevada area.

SANTOS: Jennifer, this is Herb Santos, I have enjoyed working with you. I was honored to be able to work with you. You are just awesome person, too.

CUNNINGHAM: Thank you.

CARANO: Another other Commissioner comments?

ARGER: This is Julia Arger from the Nevada Arts Council. I just wanted to have you mark your calendars, the Nevada Arts Council will be celebrating their 50th Anniversary in 2017. We're kicking off the year-long celebration with a special reception at the Nevada Museum of Art on March 9th. Mark your calendars, we would love to have all of you attend.

CARANO: Great. Thank you, Julia. That's exciting. Congratulations on your 50th Anniversary of the Nevada Arts Council. Awesome.

ARGER: Thank you.

CARANO: If you could put that invitation via email? Dee could send that out to all of us. That would be fabulous for those of us who are not on the phone right now. Thank you. Any other questions or comments? Hearing none, I am moving on to Public Comment.

PUBLIC COMMENT:

CARANO: Do we have public comment? Hearing none.

ADJOURNMENT:

CARANO: For possible action, we have adjournment. Do we have a motion?

SANTOS: So moved.

CARANO: Anyone second?

NEWMAN: This is Don. I will second.

CARANO: Okay. All those in favor say, aye.

GROUP: Aye.

NEWMAN: Give Larry a hug for me.

CARANO: Have a happy holiday everyone. Thank you.

The meeting adjourned at 2:25 p.m.

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

Reports

TRAVELNEVADA.COM ✱ #TRAVELNEVADA

New NCOT Commissioners

Welcome

Philip DeLone

Phil DeLone is the new President and CEO of the Reno-Sparks Convention and Visitors Authority (RSCVA). DeLone has more than 35 years of experience in tourism, sales, marketing and management. As a former executive at the Silver Legacy Resort Casino and Bally's Casino Resort (formerly MGM Grand) in Reno, and the MGM Grand in Las Vegas, DeLone has spent the vast majority of his career working in the Nevada tourism industry. Most recently, DeLone was the Chief Executive Officer for Safari Club International (SCI), mentoring and managing a professional staff of more than 80 employees, servicing 50,000 members in 103 countries.

Working hand-in-hand with the RSCVA Board of Directors, DeLone now plans, coordinates, and directs all activities associated with the operation of the RSCVA and its facilities.

Denice Miller

Denice Miller is the Senior Vice President for government affairs at MGM Resorts.

FY17 vs FY16 vs FY15 vs FY14 Tourism Category Expenditure Update Through January 31

Category	Description	FY17	FY16	FY15	FY14
CAT 02	Out-of-State Travel				
	Legislative Authority Amount:	$49,406.00	$49,406.00	$49,796.00	$49,796.00
	Actual Expenditures:	$13,312.92			
	Remaining Available Funds:	$36,093.08			
	% Spent YTD:	27%			
CAT 03	In-State Travel				
	Legislative Authority Amount:	$43,496.00	$38,096.00	$45,735.00	$45,735.00
	Actual Expenditures:	$21,336.07			
	Remaining Available Funds:	$22,159.93			
	% Spent YTD:	49%			
CAT 30	Training				
	Legislative Authority Amount:	$7,086.00	$7,086.00	$6,485.00	$7,086.00
	Actual Expenditures:	$945.23			
	Remaining Available Funds:	$6,140.77			
	% Spent YTD:	13%			
CAT 31	Promotion & Advertising				
	Legislative Authority Amount:	$11,309,367.00	$12,168,367.00	$9,163,563.00	$10,049,870.00
	Actual Expenditures:	$3,128,376.65			
	Remaining Available Funds:	$8,180,990.35			
	% Spent YTD:	28%			
CAT 43	Int'l Trade/Tourism				
	Legislative Authority Amount:	$753,306.00	$753,306.00	$698,368.00	$698,368.00
	Actual Expenditures:	$376,500.00			
	Remaining Available Funds:	$376,806.00			
	% Spent YTD:	50%			

TOURISM DEVELOPMENT FUND (B/A 1522)
BUDGET SUMMARY (GOVERNOR RECOMMENDS)
FISCAL YEARS 18 & 19

G.L	DESCRIPTION	FY2016 ACTUAL	FY2017 WORK PROGRAM	FY2018 GOV REC	FY2019 GOV REC
	RECEIPTS & FUNDING				
2511	Balance Forward From Previous Year (Beginning Cash Balance)	5,024,498	5,469,538	3,786,376	3,263,432
2512	Balance Forward to New Year	(5,469,537)	0	0	0
3301	Lodging Tax (FY18 and FY19 Projected as of 12/14/16)	22,585,614	21,244,818	25,012,438	25,737,799
3700	Registration Fees	36,580	11,420	36,580	36,580
4203	Prior Year Refunds	1,799	0	1,799	1,799
	Total Revenue	**22,178,954**	**26,725,776**	**28,837,193**	**29,039,610**
	EXPENDITURES				
01	Personnel Services	2,184,388	2,320,157	2,492,495	2,518,896
02	Out-of-State Travel	48,907	49,406	48,907	48,907
03	In-State Travel	37,520	43,496	38,725	38,635
04	Operating	302,126	312,996	371,507	379,475
14	Outside Postage	144,678	127,892	154,539	154,539
21	Trans to Motion Pictures	488,149	600,080	660,003	661,304
22	Trans to Nevada Magazine	50,000	0	0	0
26	Information Services	73,314	99,610	215,619	240,238
30	Training	6,929	7,086	6,531	6,531
31	Marketing/Advertising	12,162,330	11,309,367	15,201,987	15,267,487
35	Transfer to State Parks	509,131	509,131	509,131	509,131
40	Rural Grant Program	1,650,000	1,400,000	1,650,000	1,650,000
42	Governor's Washington Office	106,511	106,511	106,511	106,511
43	International Offices	721,863	753,306	0	0
50	Tourism Development Grants	100,000	100,000	100,000	100,000
60	Lost City Museum	179,193	191,312	197,729	208,808
61	Nevada Historical Society	247,695	318,397	311,483	316,378
62	NV State Museum - Carson City	706,871	861,785	738,973	757,102
63	NV State Museum - Las Vegas	655,678	750,832	750,491	763,524
64	State Railroad Museums	424,791	969,564	475,225	493,319
65	Arts Council	908,145	1,224,753	1,070,407	1,081,027
66	Indian Commission	66,755	395,497	72,076	74,464
67	Division of Museums	206,850	208,822	222,210	224,955
68	Stewart Historic District	0	75,000	0	0
82	DHRM Cost Allocation	11,330	12,993	13,143	13,680
87	Purchasing Assessment	7,563	18,102	37,878	71,187
88	State Cost Allocation	170,505	160,285	84,995	84,995
89	AG Cost Allocation Plan	7,732	13,020	43,196	54,414
	Total Expenditures	**22,178,954**	**22,939,400**	**25,573,761**	**25,825,507**
86	Reserve (Ending Cash Balance)	0	3,786,376	3,263,432	3,214,103
	Total Expenditures + Reserve	**22,178,954**	**26,725,776**	**28,837,193**	**29,039,610**
	Tourism Operating Budget	**17,679,185**	**16,727,716**	**20,459,522**	**20,628,984**
	Total Transfers	**4,499,769**	**6,211,684**	**5,114,239**	**5,196,523**

FY16 – 17 TravelNevada Strategic Plan

Extending the "Don't Fence Me In" Momentum

We are unwavering
We go about things our own way.

We are a hardy bunch, unyielding and diverse, like the land itself.

We're mountains of snow and valleys of fire.

We're characters.
We live in our own world.

When other states restrict, we allow.

Sure, we're silver mines and pickups and long lonely roads.
But, we're also artists and oddballs and one-liner kings.

Yes, we're Vegas, but we're also Lake Tahoe, the Hoover Dam and wide-open country.

We are enterprising.
We're future focused.

We're unlike any other state in the union.

We are Nevada.

NEVĂDA A WORLD WITHIN. A STATE APART.

Table of Contents

The Nevada Brand

Nevada truly is a world within and a state apart. No other state in the union has the unique combination of natural and entrepreneurial infrastructure, geographical variations and urban and rural destinations all populated by singular characters, builders, industrialists and titans.

For more than 150 years, Nevada has been the home of mavericks. From the earliest settlers who ventured across the wide open spaces, silver and gold miners who tenaciously unearthed riches within the rock, to entrepreneurial moguls who built the world's largest gaming and entertainment companies, Nevada has been a mecca for people seeking ways to break out of the ordinary and find innovative ways to create and construct inventive solutions.

TravelNevada has dubbed this the "Don't Fence Me In" spirit. This break-free attitude is celebrated across Nevada and it's with this call that visitors are invited to the state. The Don't Fence Me In spirit breaks barriers, exceeds expectations and erases pre-conceived ideas. Don't Fence Me In is more than a marketing tagline, it's a challenge to residents and visitors to reach for boundless creativity, explore new ways of doing traditional activities and find energy and passion in the every day.

When the brand was established, it was built around four pillars:

- Uninhibited Freedom – From the anything-goes attitude in Las Vegas to the wide open expanse of accessible public lands, to the pristine snow-kissed slopes of Lake Tahoe ski areas, Nevada embraces the call of the frontier and the promise of the west – the space and freedom to do what you want, where you want and when you want.

  The characteristics that define this pillar are: *Independent*, *Energetic* and *Off The Grid*.

- Inspiring Discoveries – The spirit of discovery runs deep in Nevada. It is in our DNA. Nevada was founded by miners searching for silver and gold. They are the soul of Nevada. Discovery is part of our history and heritage, but it is not simply relegated to our past. Our deeply rooted desire to discover is still alive today.

  Like our silver and gold, much of the unexpected natural beauty and scenic splendor of Nevada has been undiscovered by crowds of tourists and is waiting to be experienced and enjoyed.

  The spirit of discovery takes travelers off the highways, onto rural backroads and trails, where travelers can discover the man-made beauty and engineering wonder of Hoover Dam or the mysterious history of one of our unique ghost towns. These, along with many other natural and cultural treasures, are Nevada's hidden gems.

  We are here to act as guides so travelers can make these exciting discoveries on their own.

  The characteristics that define this pillar are: *Hopeful, Pioneering, Thrilling*

- Rewarding Adventures – Nevada is about doing, not simply seeing. We are for people who want a little adventure in their travels. Those who know that the journey is just as important as the destination, that the truly worthwhile experiences and memories always come with a bit of risk, and that the experience of a lifetime might be a few more miles down the road or just around

the corner. Nevada is replete with these rewarding adventures, many of which are simply a short road trip from the urban hubs of Las Vegas or Reno.

The characteristics that define this pillar are: *Achievement, Imaginative, Uplifting*

- Unexpectedly Diverse – The snow-capped Sierra. Wetlands teaming with wildlife. Hundreds of miles of accessible ATV trails. Pristine Lake Tahoe. The scenic splendor of the state and national parks. The arts and special events in Reno. Ghost towns that dot the state. The thrill and excitement of Las Vegas. Nevada is surprisingly diverse, from the variety of its entertainment to the beauty of its natural resources.

  The characteristics that define this pillar are: *Awe-Inspired, Centered, Connected*

Accompanying the brand pillars are personality traits that encompass the brand identity:

- Stunning
- Authentic
- Entertaining
- Accessible

The brand positioning statement helps bring all components under one overarching declaration and deliverable promise:

From the incomparable excitement and glitz of Las Vegas to the accessible abundance of its many natural treasures, Nevada is rich in diverse experiences and unexpected adventures that are waiting to be discovered by travelers who consider themselves participants, not tourists, who want to experience a place, not simply see it.

Our approach is working.

Since launching the brand and engaging audiences through the Don't Fence Me In campaign, the return on investment for Nevada has risen from 19:1 to 33:1 for paid media only. This means, for every dollar spent on paid tourism advertising, $33 is returned to the state through travel and tourism activities. As a fully integrated marketing approach, we know the ROI is actually much higher.

Throughout FY16-17, we will continue to develop the brand through to a "phase two" creative execution that will be integrated throughout all advertising, public relations and sales initiatives. Due to the ever-changing media and consumer preference landscapes, the creative brief, PR/social media plan, media buys and any other supporting plans associated with the integrated marketing campaigns will be provided for each campaign.

It's with this thirst for exploration and zeal for discovering the unique appeals within Nevada's remarkable tourism offerings that TravelNevada embarks on its FY16-17 strategic plan and all associated campaigns and activities. TravelNevada invites all statewide industry partners and enthusiasts to join in this journey of marketing the country's most extraordinarily diverse and infinitely fascinating state... Nevada.

Our Mission and Vision

The Division of Tourism (TravelNevada) exists to help achieve the Governor's strategic priority of a *Vibrant and Sustainable Economy*. To accomplish this, we have crafted the following core elements:

Mission: *Effectively promote statewide tourism to enhance the economic vitality of Nevada.*

Vision: A *vibrant quality of life for all Nevadans.*

Achieving the mission and vision is accomplished through the development and execution of two major program components:

1. Marketing - developing and executing a result-driven strategic marketing program that compels consumer purchase decisions through effective use of key marketing and sales channels.

2. Education – two areas of focus:
    a. Create professional development opportunities for members of the Nevada tourism industry that raise the level of expertise across all industry sectors.
    b. Educate potential visitors through a robust public relations-led integrated marketing program and Nevada Magazine to convey the experiences available throughout the state.

TravelNevada works on behalf of all Nevadans to drive revenue and enhance quality of life through its inclusion in Nevada's vibrant tourism industry:

- Tourism is the No. 1 industry in Nevada. In 2014, travelers to Nevada spent $62.2 billion, up from $59.4 billion in 2013.
- Tourism means jobs. 474,000 Nevadans are employed in the tourism industry, making up roughly 30 percent of the workforce.
- 53.4 million travelers visited Nevada last year (up 2.6% year-over-year).
- The 3/8 of 1% of lodging tax (the revenue source that funds TravelNevada) collected in 2014 was $20.1 million (up 10.7% over 2013).
- International visitation offers a key growth area for Nevada tourism. International inbound visitation is expected to grow 15-20% by 2020.
- The return-on-investment derived from the paid-only advertising campaigns has risen from 19:1 to 33:1 in just two years following the launch of Nevada: A World Within. A State Apart.

Values: All programs are driven by three core values that guide the agency's approach to partners and program development:

Overarching Key Messages

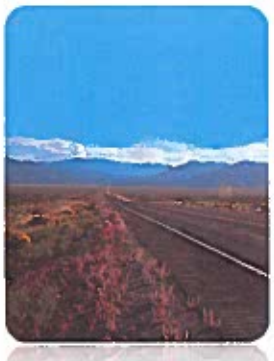
Sharing a brand as diverse as Nevada tourism can be a daunting challenge. To ensure clarity and consistency within our messaging, we've adopted a few overarching messages for the agency and our stakeholders to convey. Further messaging regarding specific programs and tactical elements is available within the individual plans.

Consumers:

- "Don't Fence Me In" is more than the places available in Nevada; it's an unquenchable spirit of adventure.
- From the anything-goes attitude in Las Vegas to the wide-open expanse of accessible public lands, to the pristine snow-kissed slopes of Lake Tahoe ski areas, Nevada embraces the call of the frontier and the promise of the west – the space and freedom to do what you want, where you want and when you want.
- Nevada appeals to adventurers, mavericks, explorers, and freedom-seekers, and offers these transformational experiences unlike any other state. It is, in fact, "A World Within. A State Apart."
- Nevada offers international visitors a unique western US destination. The offerings combine world-class entertainment with off-the-beaten-path experiences, creating a one-of-a-kind vacation.

Travel Trade:

- Nevada is accessible via two international airports offering non-stop or one-stop service from locations around the globe.
- Nevada offers visitors a unique western American experience, combining the world-class entertainment with authentic Americana offerings and unique events and destinations.
- Nevada's tourism industry provides stellar customer service for both travel professionals and their groups.
- Nevada is committed to working with Brand USA and several of its key programs to assist with promoting the U.S. to international travelers.
- TravelNevada's international sales team provides a high level of customer service and partner connectivity for domestic and international travel professionals.

Audience Demo- and Psycho-graphics

Demographics

TravelNevada will focus its domestic marketing on a Millennial target audience and primarily those that live within 300 miles of the Nevada border. With this audience as a focus, we also want to ensure Nevada continues to appeal to current Boomer and Gen X visitors. The current Nevada visitor profile shows a visitor seeking entertainment and with funds to spend.

Current Nevada traveler profile:

- Average Age: 48.57 years old
- Household Income: $76,030 (mean)
- Length of stay in Nevada: 3.85 days (mean)
- Average number in party: 2.42
- Average spend per day: $189 per day

Top five feeder markets:

1. California (33.92%)
2. Arizona (8.57%)
3. Nevada (7.82%)
4. Utah (4.69%)
5. Texas (4.55%)

Top five activities done while in Nevada:

1. Casino Resorts (50.24%)
2. Gaming (37.3%)
3. Dining (40.86%)
4. Live Performance (23.93%)
5. Shopping/Malls (16.86%)

As the burgeoning digital environment provides greater access to local, regional, national and global audiences, the geographic target market concept becomes less important to TravelNevada's integrated marketing efforts, but continues to provide an efficient parameter for the paid advertising buys. With TravelNevada's key markets being among the most expensive in the nation, funding will increasingly be put toward a more cost-effective digital buy.

The geographic markets will be determined based on each campaign and included in the associated media plan. Based on previous campaigns, the target geographic markets typically include:

- San Francisco Bay Area
- Sacramento
- Los Angeles
- Phoenix
- Salt Lake City

During the 78th legislative session, funds were allocated to TravelNevada to be spent in markets that could potentially provide enhanced air service to Nevada. While these are primarily opportunistic in nature, we will work with our airport partners to determine the markets that need additional marketing support. Based on activity that occurred in FY15, marketing funds will be allocated (at appropriate levels to new markets, including:

- New York City/Tri-State Area
- Boise
- Dallas

With one of the key focus areas being international travelers, TravelNevada will promote the state in the countries in which it has in-market representation:

- Canada
- Mexico
- United Kingdom
- France
- Germany
- Australia
- Brazil
- South Korea
- India
- China

Psychographics

Above and beyond where a traveler lives, his/her age or household income, TravelNevada markets to travelers who live the brand. These are travelers with a thirst for adventure, who like to discover what's over the horizon. They consider themselves participants rather than spectators. RUF and Nielsen PRIZM data, along with MRI research, indicate six PRIZM clusters that give us direction and focus. These clusters index strongly against key psychographic statements related to the "adventure mindset."

- Bohemian Mix – Mobile urbanites, the nation's most liberal lifestyles. Its residents are an ethnically diverse, progressive mix of young singles, couples and families ranging from students to professionals. In their funky row houses and apartments, Bohemian Mixers are the early adopters, quick to check out the latest movie, nightclub, gadget and microbrew.

- Brite Lites, Li'l City – Not all of America's chic sophisticates live in major metros. This is a group of well-off, middle-aged couples settled in the nation's satellite cities. Residents of these typical DINK (dual income no kids) households have a college education, well-paying business and professional careers and homes filled with the latest technology.

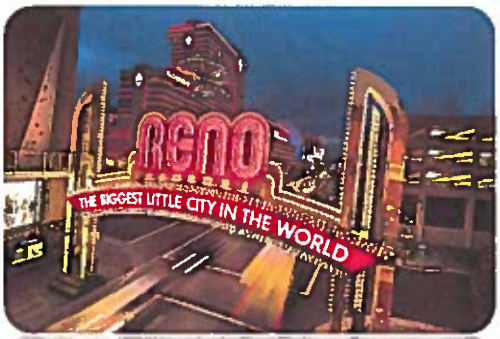
- Up-and-Comers – This group is a stop-over for younger, upper-midscale singles before they marry, have families and establish more deskbound lifestyles. Found in second-tier cities, these mobile adults, mostly age 25-44, include a disproportionate number of recent college graduates who are into athletic activities, the latest technology and nightlife entertainment.

- Urban Achievers – Concentrated in the nation's port cities, this group is often the first stop for up-and-coming immigrants from Asia, South America and Europe. These young singles, couples

and families are typically college educated and ethnically diverse; about a third are foreign-born and speak a language other than English.

- Winners Circle – This is a collection of mostly 35- to 54-year old couples with large families in new-money subdivisions. Surrounding their homes are the signs of upscale living: recreational parks, golf courses and upscale malls. With a median income over $100,000, Winner's Circle residents are spending on traveling, skiing, going out to eat, shopping at clothing boutiques and entertainment.

- Young Digerati – This group is tech savvy and lives in fashionable neighborhoods on the urban fringe. Affluent, highly educated and ethnically mixed, Young Digerati communities are typically filled with trendy apartments and condos, fitness clubs and clothing boutiques, casual restaurants and all types of bars – from juice to coffee to microbrew.



Overall Key Performance Indicators (KPIs)

All TravelNevada programs are measurement-based and tracked in either real-time or following each campaign to ensure maximum effectiveness and return on investment. Key performance indicators focus on achieving the Governor's Strategic Priority of a *Vibrant and Sustainable Economy*, meeting the agency's legislative requirements and assisting statewide industry partners in reaching their business objectives.

- Drive revenue to the State of Nevada through travel and tourism activities.
    - Track lodging, entertainment and gaming tax (primarily during campaign timeframes) to identify TravelNevada's impact on the statewide economy.
- Raise brand engagement for consumers, travel trade professionals and partners. Performance will be based on a year-over-year increase in each user engagement activities.
    - Ensure the TravelNevada.com website is easy for consumers to use and offers not only information, but an impetus for consumers to buy.
    - Enhance consumer engagement through sharing and other social media programming. The simple measurement includes the number of engaged users.
    - Provide increased opportunities for consumers to link to statewide industry partners.
    - Create robust mobile platforms, including an app that provides both travel and educational information.
    - Identify opportunities for engaging Nevada tourism industry partners with consumers and the travel trade.
- Increase domestic integrated marketing campaign return-on-investment.
    - ROI determined based on paid, earned and social (owned and earned) media efforts. Current ROI is 33:1 for paid (only) advertising.
    - Work with TNS to perfect the new effectiveness modeling that creates campaign effectiveness based on a fully integrated marketing communications program.
- Expand partner marketing and business development opportunities. Performance will be based on the number of partners participating in TravelNevada programming measured by year-over-year growth, including:
    - Rural Marketing Grants
    - Cooperative Marketing program
    - Annual conferences
    - Use of the TravelNevada.biz website
    - Number of partners uploading images and information on the TravelNevada.com website
    - Number of partners sharing TravelNevada information via social media
    - Percentage of sister agency inclusion in appropriate programming

- Continue to raise awareness of Nevada as a tourism destination within identified international markets.

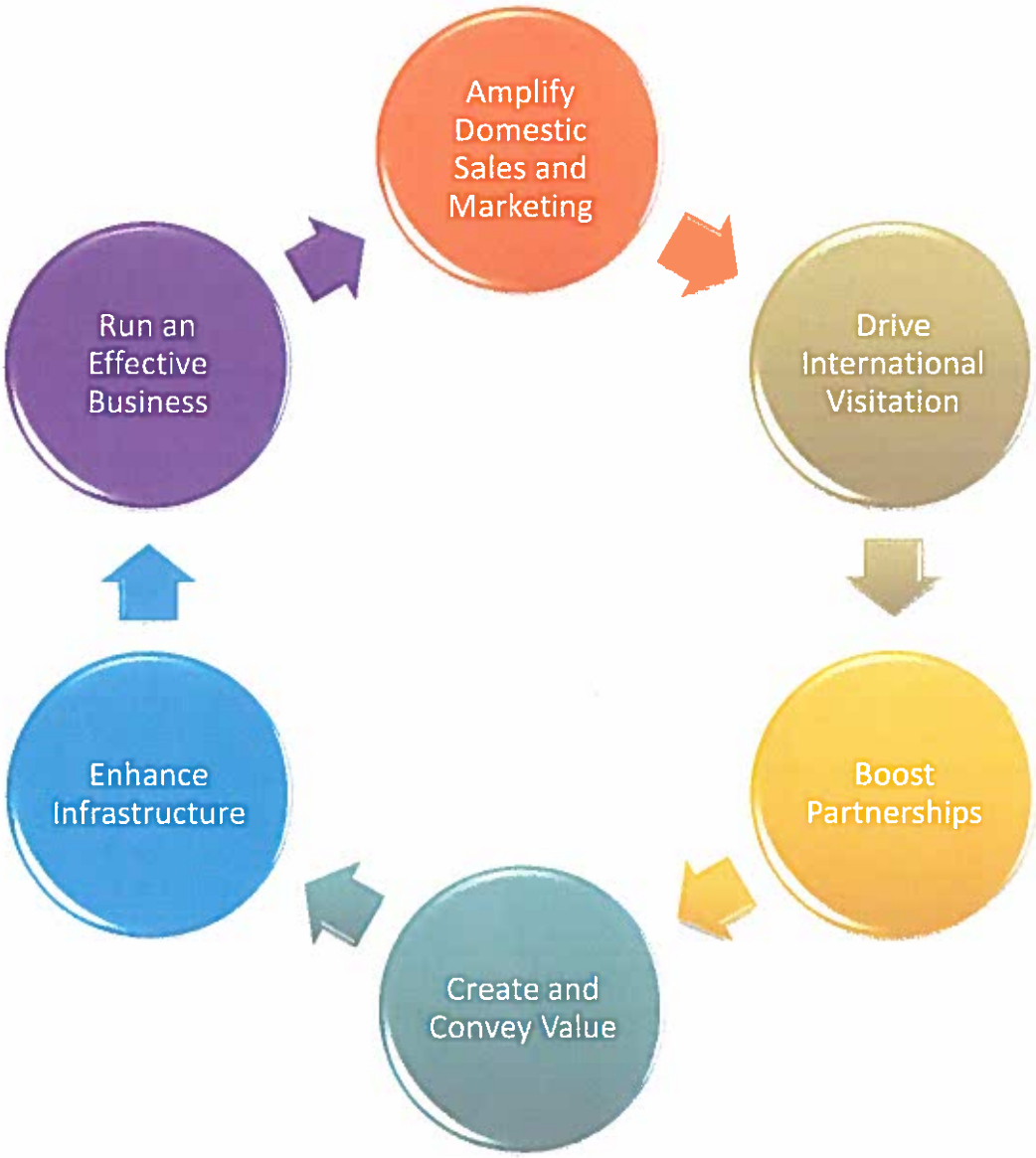
    - Create consistent sales and marketing outreach to identified markets
    - Offer educational and business development opportunities for partners to strengthen understanding of successful international marketing including the Governor's Global Tourism Summit

- Enhance key stakeholder understanding of the value of the travel and tourism industry and the impact the funding provided to the Division of Tourism has on the state's economy.

    - Conduct stakeholder outreach program to ensure messages salient to each audience are conveyed on a timely and consistent basis.
    - Engage the industry in the conversation around the value of tourism and its impact on local economies.
    - Involve Nevada's tourism territories in conveying information pertaining to each territory's reliance on the travel and tourism industry.

Key Initiatives

During the FY16-17 biennium, TravelNevada will be guided by six concurrent initiatives:



1. **Amplify Domestic Sales and Marketing**
The statewide brand, Nevada: A World Within. A State Apart. provides the foundation for all sales, marketing and communications programming. Optimizing the brand, ensuring that the brand is communicated in a cohesive and compelling way, via methods and channels that reach target consumers, trade and stakeholder audiences, is essential for agency success. While the Nevada brand: A World Within. A State Apart. and the associated "Don't Fence Me In" tourism brand work well in the U.S., each international market has its own interpretation of the brand. For this reason, the efforts to promote Nevada to international audiences are included in the section, "Drive International Visitation."

Optimizing the brand in a way that engages consumers and drives purchases is done through a variety of programs and channels.

Research
TravelNevada's domestic sales and marketing programs are guided by a solid research foundation. Through careful consideration of combined proprietary research conducted by its vendors (TNS for visitor research and advertising effectiveness studies, Dean Runyan for economic impact studies and other partner vendors and studies as needed), and studies conducted by the tourism and vertical consumer brand marketing industries, TravelNevada will make fact-based decisions for all sales and marketing programs.

During FY16-17, TravelNevada will focus its messaging on the Millennial traveler, while retaining awareness of and great interest in the destination by Baby Boomer and Gen X travelers. This direction is based on research conducted by Destination Analysts for TravelNevada in 2013 in which the Millennial traveler was described as a generation that "lives to travel" and they expect to have "travel lives without boundaries." Millennials also represent the largest generation in sheer numbers, with about 80 million potential travelers within this segment. Based on the available product in Nevada and the demo- and psychographic profile of Millennials, this becomes a perfect target audience for Nevada. This research is backed by similar studies conducted by Forrester Research, Phocuswright and a variety of other destination and consumer marketing organizations.

Research doesn't just launch a program, it also aids in measuring success and guiding adjustments. Throughout each campaign, all channels are consistently monitored against generally accepted success benchmarks and revised as needed to ensure maximum effectiveness and efficiency. This monitoring and modification is done in collaboration between TravelNevada and our agency of record, Fahlgren Mortine.

In 2014, TravelNevada worked with research partner TNS to completely revolutionize the advertising campaign effectiveness model to broaden the activities measured to include public relations and social media in addition to the paid media. This new model showcases the importance of earned media and the exponential value that comes with having others tell/share the story. During FY16, we will continue to work with TNS to perfect the model and ensure the campaigns align with the components studied.

- Finalize the research model that measures an integrated marketing campaign combining paid, owned and earned media into one return-on-investment number.
- Ensure advertising effectiveness studies are completed for each campaign and communicated to stakeholders via Travelnevada.biz, traditional and social media, and through presentations at Commission and territory meetings and conferences.

- Complete the semi-annual economic impact study and convey results to stakeholders via TravelNevada.biz, traditional and social media and through presentations at Commission and territory meetings and conferences.
- Ensure research is incorporated into all marketing campaigns – citing research in creative briefs and media buys.

Public Relations – Driven Integrated Domestic Marketing Program

Because TravelNevada can most effectively achieve its consumer marketing goals for the Nevada brand through a robust educational program that combines laser-pinpoint messaging with stories that bring the Nevada brand to life in a most compelling way, the agency is guided by a public relations-driven domestic marketing approach. This means TravelNevada focuses on crafting messages most salient to each of its audiences, and does so via traditional and social media influencers to convey these messages. The public relations group, along with Fahlgren Mortine and The Abbi Agency will work with traditional and social media to craft stories that educate, inspire and excite travelers. These messages, as appropriate, are supported by compelling creative and paid media placements as noted below.

During FY16-17, messaging and materials will be crafted for and distributed to the following audiences:

- Consumers – through direct-to-consumer social media outreach, TravelNevada can harness the power of peer-to-peer conversation, recommendations and opportunities for change. TravelNevada will conduct ongoing social media outreach on its owned (Facebook, Twitter, Pinterest, Instagram and Tumblr accounts as well as drive and participate in conversations on travel and lifestyle digital channels.

- Media – outreach to traditional media outlets in the U.S. and abroad is a key avenue for educating target audiences. TravelNevada, in partnership with its public relations agencies, Fahlgren Mortine and The Abbi Agency will conduct a robust media relations campaign designed to promote Nevada, elevate the organization's reputation and mitigate negative press or crisis situations within media outlets, including:

    - Local, statewide, national, international travel, lifestyle, recreation/outdoor,
    - Local, statewide, national business

Key Performance Indicators:

- Two media missions to major markets are developed and executed per year.
- Two in-market press trips for domestic media are developed and hosted per year, with trip ROI determined for each.
- Media coverage provides at least a 15:1 return on investment – based on the cost of each project, including press trips, release distribution, media missions, etc.
- Quarterly feature coverage in "A priority" media outlets.

Paid Advertising/Creative Development (Domestic)

Because TravelNevada's media budget requires a very efficient use of funds, the agency, in collaboration with our external contractors, will work to ensure domestic media is planned using the most effective channels and makes best use of cost-effective digital marketing and promotions to drive purchase decisions and enhance brand awareness in incredibly competitive media markets and digital channels.

- Creative Development - TravelNevada launched its new brand and associated "Don't Fence Me In" campaign in April 2012. As is the case, with any brand, the time has come to reinvent the creative and move the brand into its next phase. The new television, print and digital creative will be developed during the summer of FY16 and launch with the Fall/Winter (2016-17) campaign. The creative direction and production will be led by Fahlgren Mortine in full collaboration with the TravelNevada public relations and marketing teams.

- Seasonal Media Campaigns - During FY16, we will execute two fully integrated seasonal campaigns: Spring/Summer (April – July) and Fall/Winter (November – February). The approach and media plan will be developed for each campaign. The campaigns will ensure that targeted audiences are reached at various lifestyle touchpoints and through all channels used to make travel decisions. As the digital environment continues to overtake traditional print, out-of-home and radio media channels, we are committed to ensuring the campaigns use the most relevant and innovative platforms available to reach potential and loyal travelers.

- "Always On" Marketing - The seasonal campaigns will be supported by a year-round search program, elevating key words and placing advertising messages on search results pages for similar travel experiences. The goal is to ensure first or second placement in all search results associated with the selected key words. The ongoing search campaign will be managed by the TravelNevada team with insights from Fahlgren Mortine. In addition, a year-round program with key OTAs will allow for ongoing engagement in these critical sites. This effort also will be supported by content marketing in partnership with media outlets that house the material.

- Statewide Brand Integration – Nevada: A World Within. A State Apart. is the statewide brand. To be effective, it must be integrated with the graphic identity and public-facing messaging of all applicable agencies. This effort is long overdue and one that needs to be actively pursued throughout this biennium. TravelNevada will create the graphic identity for agencies without current logos and assist agencies with logos to modify the graphic icon to incorporate the brand.

Key Performance Indicators:

- Campaign return-on-investment increases year-over-year
- Paid advertising moves to an "always on" platform ensuring the seasonal television campaigns are supported by a more year-round digital program
- Statewide brand is integrated across all state agencies engaged in marketing
- Cooperative marketing program engages more statewide partners (year-over-year) and extends the brand to a $500,000 additional advertising investment
- Innovative loyalty program is launched with return-on-relationship measures in place to track tangible and intangible program impacts.

<u>Digital Development</u>

a. TravelNevada.com – TravelNevada.com is the state's tourism marketing portal designed to create a rich experience for travelers in the "dreaming" and "planning" stage while encouraging purchase. Through a platform that allows consumers to share and share in the brand, the website becomes an "essential partner" in planning a trip to Nevada. In

FY 16-17, the site will continuously be enhanced to ensure functionality, design and relevance are at the highest level. Five main enhancements will be made:

i. General site redesign offering intuitive search and navigation.
ii. Consistent integration between brand/campaign and site.
iii. More functional back-end administration for partners to add destination/property information, events and images.
iv. Higher level of consumer engagement with an ability to create and share itineraries with travel companions, post adventures and provide locals insights.
v. Ongoing development toward a dynamic site, offering a truly customized experience based on user preferences and search history. This also allows for a more customized remarketing campaign.

b. Mobile App – Development of a TravelNevada mobile app that provides a combination of travel and educational information is a chief priority for this biennium. The app will be developed and refined throughout the next two years with an aim of offering:

- In-market traveler resources including information on nearby attractions
- Maps and traveler tools that work regardless of cellular service (once the app is downloaded)
- A springboard for loyalty/promotion-based communications and push notifications in the future
- Possible integration of podcasts and audio tours of rural areas

Deliverables:

- Online/offline connectivity will provide accessibility regardless of cellular coverage in the State.
- Push notifications that will alert travelers of points of interest and accommodations proximity based upon their itinerary.
- Geo-targeted points of interest suggestions based upon the traveler's location and their stated interests.
- Custom itinerary creation with the ability to share amongst friends and family, and across user's social networks.
- Direct links to partner contact points, including phone and website.

c. Social Media – The TravelNevada social marketing program will act as an invitation for consumers to get involved in telling the brand's story. Just as earned media carries third-party credibility and influence, the same is true of social, word-of-mouth endorsements. With a deliberate focus on user-generated content and the #DontFenceMeIn hashtag, the campaign will aggregate and engage with visual/video content across all managed channels (Facebook, Twitter, Pinterest, Flickr, YouTube and Instagram).

d. Customer Relationship Management (CRM) – Through incorporating the immense amount of data housed within the RUF database, TravelNevada is able to create customer outreach pieces that offer customized messaging to potential visitors. This effort will be developed and managed through a partnership with TravelNevada, Fahlgren Mortine and RUF Strategic Solutions.

Key Performance Indicators:

- Specification and implementation of new technology to enable dynamic content production, engagement campaigns and social promotions
- Conduct at least two seasonal consumers promotions per year
- Increase engagement in all social channels, as well as the total "subscriber community" including new email leads submitted.
- Stimulate engagement with at least 4 new, innovative tactics including Instagram Takeovers, etc.

Discover Your Nevada

With less than eight percent (8%) of all Nevada's travelers its own residents, a tremendous opportunity exists to raise awareness about the state's offerings, create brand champions and drive travel among this audience. Surprisingly Nevadans, especially those living in urban markets, have much to learn about their own state and this program aims to educate them about the extraordinary offerings available in Nevada. This Spring/Summer integrated marketing campaign is designed to drive in-state travel among Nevadans. Through a seasonal promotion and mix of earned and paid media, Nevadans are encouraged to explore their own state. An action plan will be developed each year to ensure the promotion is fresh, relevant and incorporates the media channels that best connect with audiences.

Key Performance Indicators:

- Increase inquiry among Nevadans due to this promotion by 10% year-over-year. FY16 will be a benchmark year.
- Generate a 15:1 program ROI via earned media coverage.
- Show an increase in Nevadans traveling within the state. Current percentage is 7.82%.

Domestic Sales Outreach

The TravelNevada domestic sales effort is targeted to two key audiences: travel trade and consumer, with the lion share of the effort directed at the trade.

a. Travel Trade – TravelNevada operates a year-round effort designed to sell the state to tour operators, travel agents, wholesalers and receptives who offer product that includes Nevada and/or the western United States. Outreach is conducted through a variety of channels including attending trade shows (see trade show list), hosting in-state FAM trips, and in-person meetings with buyers. Leads from the activities are provided to the statewide industry through the Territories.

b. Consumers – For FY16-17, TravelNevada will have a presence at the Travel and Adventure Shows (see consumer show list). While the return on investment of consumer shows is not as high as other marketing outreach, attending these shows in key markets offers an opportunity to combine sales outreach with show attendance. While in these major markets: Long Beach, San Francisco Bay Area, Los Angeles (area) and New York, TravelNevada will conduct one-on-one meetings with buyers and primarily those that can help to enhance air service to Nevada.

Key Performance Indicators:

- Boost travel trade leads by 2% per show, year-over-year
- Create two additional opportunities for partners to gain a presence at travel trade shows
- Develop and host one (1) in-market FAM trip with domestic buyers
- Track presence at consumer shows, measurement to include number of visitor guides distributed, estimated number of consumers engaged
- Develop Travel and Adventure Show contest to boost consumer database

Nevada Magazine

Celebrating its 80th birthday in 2016, Nevada Magazine has been the premier travel magazine for Nevada throughout its storied history. The magazine has gone through a number of iterations, but at its core is a magazine that strives to educate readers about the travel experiences, historical milestones and fascinating people of interest to residents and tourists. As a marketing tool, Nevada magazine helps tell the stories that compel readers to plan a trip.

During the past several years, conversation has occurred about the funding for, publishing of, and approach to producing Nevada Magazine. The legislative intent is clear through NRS 231.260 that the Division of Tourism will... *Publish or cause to be published a magazine to be known as the Nevada Magazine. The Nevada Magazine must contain materials which educate the general public about this State and thereby foster awareness and appreciation of Nevada's heritage, culture, historical monuments, natural wonders and natural resources.*

And, through NRS 231.290, Nevada Magazine was established as an Enterprise Fund. According to NRS 354.517 an Enterprise Fund is defined as a fund established to account for operations:

1. Which are financed and conducted in a manner similar to the operations of private business enterprises, where the intent of the governing body is to have the expenses (including depreciation) of providing goods or services on a continuing basis to the general public, financed or recovered primarily through charges to the users; or
2. For which the governing body has decided that a periodic determination of revenues earned, expenses incurred and net income is consistent with public policy and is appropriate for capital maintenance, management control, accountability or other purposes. (Added to NRS by 1971, 200; A 1981, 1761.)

While the Division of Tourism is responsible for ensuring this magazine is published, the staff of Nevada Magazine is committed to retaining its status as an Enterprise Fund, allowing the magazine to sell advertising and operate as a business that also complies with the financial, purchasing and operational parameters required of a state agency.

Nevada Magazine will continue to seek new revenue sources, new advertisers and new opportunities to convey the Nevada message through print and digital channels.

In addition to the bi-monthly magazine, Nevada Magazine, in collaboration with TravelNevada will develop, sell advertising and publish the annual official Nevada visitors' guide. This guide will be available both in a printed version as well as a digital version and will be distributed through direct-to-consumer, online, welcome center and international distribution channels. While the demand for a printed guide has waned in recent years, research has shown that

Millennials like the printed piece. We will work to ensure the information is presented in a way that appeals to this new audience and has a robust digital component.

Nevada Magazine also produces Events & Shows to inform the public of entertainment options throughout the state. Two versions are produced, one for Southern Nevada, distributed at McCarran Airport, southern DMOs and Welcome Centers and through rental cars departing from McCarran. A northern Nevada version also is produced and distributed at Reno Tahoe Airport as well as DMOs and welcome centers in the northern part of the state.

Key Performance Indicators:

- Increase advertising sales by 5% year-over-year.
- Publish the bi-monthly magazine, with distribution the last week of the month prior to the posted issue dates.
- Publish the annual visitors guide with the timeline that ensures distribution on or before Jan. 15 of each year.
- Sell 10% more advertising in the visitors guide year-over-year.
- Produce a digital version of the visitor's guide that is available to users of TravelNevada.com and NevadaMagazine.com as well as through online digital guides.
- Produce and distribute both the southern and northern versions of Events & Shows.
- Create an advisory council that can help the magazine identify new revenue opportunities and provide editorial insights.

2. **Drive International Visitation**

Nevada's world-renowned urban centers, mountain resorts, authentic western culture, Native Americans, national and state parks, outdoor adventure and wide open spaces offer great appeal for international travelers. With non-stop and one-stop connections from many of the world's most active inbound travel regions and the country's gateway cities, Nevada is an appealing destination for first-time and seasoned international travelers.

With the improvements in visa processing, greater policy support for global tourism marketing on the national and statewide level, continued expansion of Brand USA marketing efforts and an anticipated explosion in international travelers coming to the U.S., TravelNevada will continue to ensure Nevada is top-of-mind among leisure and business travelers.

Maximize In-Market Representation Opportunities

At present, TravelNevada has in-market representation in 10 international markets with sales and marketing efforts customized for each market and each target audience. As appropriate for each market, media relations and social media outreach will be conducted. In some cases the representation firms have separate PR teams, in some of the smaller markets, the PR and sales person is one in the same. Market briefs and marketing plans are available at TravelNevada.biz.

North America

- Canada – Current representation: Pace Communications. Pace conducts a robust public relations program primarily in western Canada.

- Mexico
  Current representation: ADNOVA. Nevada has been represented in Mexico for more than a decade. This has led to a sustained increase in awareness and travel to destinations across the state. Because of the importance of this market, TravelNevada conducts a sponsored sales mission to Mexico each October. This has historically been a ski-themed mission, but has expanded into a winter sports and general travel mission.

South America

- Brazil – Current representation: Interamerican Network. Brazil is a new market for TravelNevada with representation beginning in 2012. Brazilian travelers are sophisticated, wealthy, and have interest in skiing, shopping, outdoor adventure and city escapes.

Europe

- United Kingdom – Current representation: Hills Balfour Synergy. The U.K. is a legacy market for Nevada with in-market representation for more than a decade. At present Nevada is the 4th most visited state and Las Vegas the third most visited city for travelers. Because these travelers know the U.S., the effort is largely about introducing new offerings and expanded itineraries.

- Germany – Current representation: AviaReps AG. Germany is a legacy market for Nevada with German travelers relishing Nevada's great outdoors, national parks and touring opportunities. TravelNevada has a strong presence at the ITB show held in Berlin each year with both sales and public relations at the show, promoting Nevada.

- France – Current representation: AviaReps S.A.R.L. France is a fairly new market for TravelNevada with representation beginning in 2012. France is a tremendous growth market for Nevada with travelers seeking outdoor adventure, shopping, dining and city escapes.

Asia Pacific

- South Korea – Current representation: AviaReps Marketing Garden. Representation in South Korea began in 2012 and within three short years has become a high performing market. This is due largely to the airline and tour operator partnerships that have become an important component of this market's success.

- Australia – Current representation: Canuckiwi. TravelNevada added Australia to its international markets in 2012. Australia is a holistically ideal market for Nevada. Its people are fun-loving, adventurous, take long vacations and speak English. This is a market with great potential for rural Nevada.

- India
  New representation: Sartha Global. In 2016, TravelNevada will open an office in India and determine an effective approach to entering this vast market with a nominal budget. To gain a solid understanding of the most strategic approach, TravelNevada will develop a country activation plan with input from several information gathering channels:

  a. Engage an in-market representation firm in India to provide market insights, travel trends and strategic planning
  b. Conduct "town hall" meetings with Nevadans who have experience in working with the Indian tourism business environment and have an interest in boosting travel to Nevada from India
  c. Develop a strategic plan that outlines a thoughtful approach to sales and marketing efforts in India

  ...and from market experts:

  a. Individuals throughout the state with commercial or family ties to India
  b. Associations that serve the Indian community
  c. Media that cover travel and lifestyle for the Indian market

- China
  In FY2016, TravelNevada will restructure its China sales and marketing effort. Through the end of 2015, we will close the official office and will conclude our relationship with the Chief Representative. In early 2016, we will develop and distribute an RFP to identify a sales and marketing agency TravelNevada can partner with to continue to promote Nevada to the Chinese FIT and MICE traveler.

<u>In-market Sales Missions</u>

Each year, TravelNevada conducts and/or participates in a number of sales missions to each of the identified international markets. These sales missions provide a cost-effective way to connect with travel professionals, influencers and the media in target regions. The sales missions are generally conducted in partnership with the Las Vegas Convention and Visitors Bureau, Brand USA or Visit USA and frequently involve other members of the Nevada tourism

industry. These missions offer an ideal opportunity to showcase several experiences available to individual travelers, groups and journalists writing about the destination.

TravelNevada has offered a ski/winter sports-themed sales mission to Mexico for several years with a growing number of participants. During FY16-17, the mission will expand to include a broader range of Nevada offerings, but continue with an emphasis on winter travel. The sales mission occurs in October each year, and in collaboration with the in-country representation firm, offers partners opportunities to meet with leading travel agents, tour operators, airlines and the media.

During FY16-17, TravelNevada will continue to offer the Mexico sales mission and will supplement this with one additional mission designed to connect partners with travel trade and media in other growth markets.

In-state Familiarization and Press Trips

One of the very best ways for planners and the media to promote a destination is to see it first-hand. In-state familiarization (FAM) for the travel industry and Press (for members of the media) trips offer a chance for one-on-one experiences while visiting Nevada's extraordinary destinations, and the lodging, dining, shopping and services that support these offerings. FAM or Press trips may be either hosted or individual, but in all cases TravelNevada is committed to ensuring these visits are of the highest caliber and meticulously professional.

These activities require an immense amount of planning and on-site hosting and thus will have TravelNevada personnel as involved as requested and required to ensure a stellar experience. With limited staffing, TravelNevada will work with Territories to assist with the expense as well as the hosting duties. And, as possible, will work to reduce the cost of these activities through partner contributions. TravelNevada is unable to pay for alcohol, so in all cases will need to have this expense covered by a partner.

Nevada Marketplace

The Nevada Marketplace, in conjunction with the annual Governor's Global Tourism Summit, is Nevada's answer to IPW – bringing international buyers to Nevada for one-on-one meetings with statewide suppliers. For this event, representatives from identified international firms are brought to the conference to provide attendees with insights into marketing to particular countries. The reps are required to bring two to three suppliers with them, providing a tremendous opportunity for Nevada partners to meet with key suppliers, without the cost of travel to the participating countries.

Brand USA Cooperative Marketing Opportunities

TravelNevada will invest $150,000 in the Brand USA cooperative marketing programs. With an FY14 hold-over amount of about $104,000 due to a cancelled program, the total FY16 program investment is approximately $250,000. We will review options for FY17 as the Letter of Agreement with BrandUSA is on an annual basis. In FY16, TravelNevada will participate in these exciting programs:

- Inspiration Guide: the Discover America travel guide distributed throughout key markets that provides information about a wealth of US destinations.
- Travel Channel UK: Jeni and Olly's West Coast Wine Adventures show. The name belies the depth of the program, but it does showcase wine/food and travel to west coast

destinations. The program is seen by viewers in Europe, Asia and other global markets and will be shown multiple times during the next two years.

- STA "Outdoor Adventure/Millennials": This multi-country program providing digital programs geared toward the outdoor traveler and primarily the Millennial audience.
- USA Discovery Training/Certification Program: The USA Discovery Program is designed to train and then certify travel agents in key international markets on the tourism offerings available in Nevada and the offerings of statewide partners. The USA Discovery Program covers the entire country both geographically and by specialist experience. The associated website also links to external training websites for agents who require a deeper knowledge of certain states/areas. Nevada will take this training program one step further to certify the travel professionals who have completed the training and commit to operating under a set of to-be-determined standards that ensures an itinerary that includes Nevada is developed and executed with world-class excellence.
- Go USA Chinese Web: To create a bridge during the China office restructuring, TravelNevada will create a "Campaign Page," that will offer a number of video and photo images, activity listings, social media outreach and quarterly reporting.
- Peter Greenberg's *Discover America*: The TV program has Greenberg pairing up with celebrities who show him around their states. Brand USA will create a 56-episode series that includes every state and territory and will be distributed globally with extensive promotional efforts by Brand USA and their media partners beginning in 2016.
- Red Robot: Cost effective process for destinations to deliver content, through the right medium, via the right technology, to engage and encourage international visitors to travel to the U.S. Program includes: distribution of press releases and video news releases to 2,500 global broadcast, print & online news organizations that reach more than 500,000 journalists in 120 countries; partner's content distributed via Reuters World News Express, AP, and Bloomberg platforms; digital watermarking and tracking of video content.

Key Performance Indicators:

- Conduct Mexico sales mission each year, increasing opportunities for partners to ensure year-over-year growth in the number of travel trade and media meetings.
- Identify and conduct one additional TravelNevada-sponsored sales mission to an international market.
- Conduct one group and up to 20 (qualified) individual press trips per year.
- Develop an India activation plan ensuring input from instate market experts.
- Track leads and distribute to the Territory chairs within one week of the end of the show or mission. Strive for 10% more leads year-over-year as a result of sales missions.
- In addition to the Nevada Marketplace and associated FAM trip, host an instate familiarization trip at least once per quarter, ensuring all international markets have an opportunity to bring buyers to Nevada during the biennium.
- Coordinate and conduct the Nevada Marketplace event at the annual Governor's Global Tourism Summit.
- Work with in-market representative firms to develop an annual market brief. Post on TravelNevada.biz.
- Visit each international office/market at least once per year to meet with the rep firms, the travel trade and media.
- Represent Nevada at major international trade shows including at least: IPW, World Travel Market (WTM) and ITB.

- Provide quarterly reporting to Nevada stakeholders to showcase work accomplished by the international representation firms.
- Develop and distribute an annual report of activities, leads and results stemming from the international sales and marketing efforts.
- Ensure the Nevada brand is incorporated into all sales and marketing collateral distributed and used at meetings, trade shows and other promotional activities.
- Work with BrandUSA to ensure all programs are measureable and results are conveyed to partners/stakeholders on an annual basis.

3. **Boost Partnerships**

Ensuring TravelNevada has a labyrinth of partners all of which are critical to the agency's meeting its overarching objectives. This agency must provide programming that assists partners in successfully exceeding their own goals. During FY16-17, the agency will develop and provide business development opportunities to its statewide partners and do so in a way that drives program participation and robust results as well as extends the Nevada brand, central to its role as a statewide marketing agency. The agency also will provide outreach and communications with key stakeholders to ensure these partners can become brand champions and help elevate the entire industry.

Grants

TravelNevada offers two grants opportunities for its statewide partners:

- Rural Marketing Grants – For FY16-17, $1.4 million per year is allocated to rural partners within this matching grant program for a variety of local marketing related projects. These programs and activities help to elevate the Nevada brand through communicating the enormous variety of experiences available to travelers throughout the state. The grants are available to partners in communities outside of Reno and Las Vegas.

  To help optimize the Nevada brand, partners are required to incorporate the logo and as possible, a link to the TravelNevada.com website in print, broadcast, out-of-home and radio marketing pieces and commercials, and in any collateral materials or event signage in which grant funds are used.

- Projects Relating to Tourism – This grant is funded at $200,000 per biennium with funds allocated for a two-year timeframe. Preserving Nevada's historic and cultural structures and creating new infrastructure and wayfaring signage are critical for retaining Nevada's appeal to travelers.

Educational and Business Development Programming

Achieving the educational component of the agency's mission, TravelNevada offers two conferences for the Nevada tourism industry. Each has its own focus, but both offer opportunities exclusive to the Nevada tourism industry.

- Rural Roundup – Annual conference that provides educational insights, networking opportunities and partnership development sessions primarily for members of Nevada's rural tourism community.

- Governor's Global Tourism Summit – International tourism-focused annual conference that provide business development sessions, educational insights and networking opportunities primarily directed at Nevada's urban tourism industry.

- Educational Webinars – TravelNevada will provide the statewide tourism industry with ongoing educational sessions delivered via Webinar or other digital outreach. Incorporating educational offerings for the tourism industry as well as Nevada-specific topics, TravelNevada will help ensure the industry has the insights needed to integrate best practices that help drive business development.

Urban Sponsorships

TravelNevada, as approved by the Nevada Commission on Tourism, provides approximately $100,000 per year to urban events and projects designed to drive room nights in Las Vegas and Reno. These funds may be used for first0time or established events. During FY16-17, we will develop a submission process designed to create a competitive environment for these funds and ensure funds are used for high return, trackable events.

Cooperative Marketing

In FY15, TravelNevada, in conjunction with Madden Media, began a cooperative marketing program that offered partners cost-effective opportunities for inclusion in Nevada-branded print and digital media buys. This program will continue to be offered throughout FY16-17 with additional opportunities available as the number of partner participants increases. This program is designed to provide offers for both urban and rural partners, helping to ensure brand integration and communicate Nevada's rich array of traveler experiences.

TravelNevada.biz

TravelNevada.biz needs to be an industry portal housing all programming, operations and research information for the agency as well as connecting the industry to information, events and opportunities available from various industry, government and sales/marketing resources. During FY16-17, the site will be built into a vibrant industry resource, one that informs, connects and creates opportunity for Nevada's statewide tourism industry.

Sister Agency Integration

- Housed within the Department of Tourism and Cultural Affairs is the Division of Museums and History, the Nevada Arts Council and the Nevada Indian Commission. These agencies have their own strategic imperatives, however, must be integrated into the TravelNevada programming as appropriate to ensure a rich, cultural landscape so important to both domestic and international travelers. TravelNevada also will have stewardship over the design and ongoing development of the NevadaCulture.org website with each agency accountable for its own ongoing administrative responsibilities.

- TravelNevada also has opportunities to work with agencies within the Department of Conservation and Natural Resources, the Department of Agriculture, the Department of Wildlife, the Governor's Office of Economic Development, the Department of Transportation and the Department of Business and Industry as each offers programming of importance to the tourism industry and to travelers. As programs evolve, TravelNevada is committed to integrating efforts with each agency to ensure consistent messaging and the maximum use of budgets and resources to achieve the goals of each program.

Key Performance Indicators:

- The number of partners participating in TravelNevada programs increases at least 5% year-over-year.
- Partners participating in marketing programs integrate tracking mechanisms that show the ROI of these funds of at least 5:1.

- TravelNevada.biz is developed into an industry portal offering information and opportunities available through TravelNevada as well as events, news and business development opportunities from tourism industry resources.
- TravelNevada offers at least quarterly online educational offerings – with all posted to TravelNevada.biz.
- Develop and distribute a bi-monthly industry-focused e-newsletter.

4. **Create and Convey Value**

Travel and tourism is the state's leading economic engine and the foundation for past, present and future growth. While the tourism industry must diversify its offerings to ensure the product and experiences match current and future traveler preferences, TravelNevada can help stakeholders understand the importance of supporting the tourism industry and appreciating the economic benefits the industry provides for Nevadans. Part of conveying the value of the agency will be in communicating the return on investment for each campaign through stakeholder and media outreach.

Because of the importance of pinpoint messaging for each stakeholder group, this effort will be led by the Communications team and conducted to reach Nevada industry partners, elected officials and the media that serve these stakeholder groups. It is critical to develop brand champions among the industry and help influencers understand the importance of the tourism industry to help guide decisions that impact the agency's budget and direction.

Reputation Management Planning

TravelNevada has a labyrinth of constituents and constituent groups all of which require specific messaging. As both an ongoing effort and as needed, TravelNevada will reach out to each constituent group as appropriate with messaging that builds partnerships, conveys successes and works to accomplish the overall mission and vision of the agency. These constituent groups include, but may not be limited to:

- Elected officials
- State government agencies
- Statewide tourism territory organizations
- Statewide travel industry partners
- Statewide business media
- National and international travel industry-related advocacy, marketing and niche promotion associations and organizations
- Federal agencies that provide grants and oversight of arts, history and cultural entities
- State and federal Bureau of Land Management (BLM) agencies
- Vertical industry partners, e.g. Chambers of Commerce, Economic Development organizations, marketing associations
- Associations that govern and promote outdoor recreation
- Boards and associations that govern and promote gaming

Outreach to these audiences may include information contained in a specific email communique, participation on a national or statewide board, interaction with event planners that address one of more of these stakeholders and ongoing one-on-one meetings with key constituents to enhance partnership opportunities. Outreach to the statewide business media and state and national events that provide speaking engagements will be improved with a greater effort toward building the organization's staffers as experts in the travel and tourism industry. Tactics will be developed as a part of the overall reputation action plan.

Tourism Means... Campaign

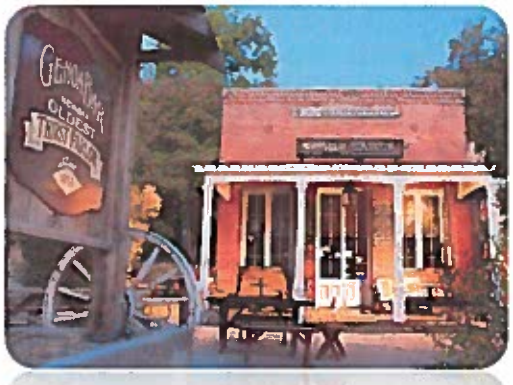
The Tourism Means... campaign was created and will be used in advance of and during legislative sessions to convey the value of tourism primarily to legislators and political

influencers. The campaign will communicate the messages most salient for the time and given the issues of greatest importance during the particular legislative session.

This campaign will be a fully integrated one, combining public affairs with marketing through development of the messages, statewide media outreach, social media and one-on-one meetings with key stakeholders. It also will include collateral materials and digital development ensuring a broad breadth of communication.

Key Performance Indicators

- Craft individual reputation management action plan on or before Jan 1, 2016, and executed as outlined.
- Develop FY18-19 legislative sessions Tourism Means... plan. Execute as outlined.
- Develop and distribute a Commissioner-focused report each month.
- Develop and distribute an annual report providing an overview of TravelNevada's success in achieving the goals, programming objectives outlined within this plan and the associated action plans.



5. **Enhance Infrastructure**

Infrastructure planning and development is an effort that involves a wide variety of state agencies, private industry and investment above and beyond that which is available to the Division of Tourism. But, both ground and air infrastructure are critical to the future of the Nevada tourism industry, so the agency will be involved as possible in all aspects of enhancing infrastructure.

Air Service

In collaboration with statewide air and ground transportation partners and regional transportation entities and committees, TravelNevada will assist with enhancing domestic and international air service to all regions of the state. TravelNevada will continue to meet with air carriers during sales outreach efforts in each of its international markets and provide carriers with the research and information needed for airlines to launch or expand service to Nevada.

TravelNevada will continue its membership in the Reno Air Service Corporation and continue to serve on its board. We also will work to conduct public relations and digital advertising efforts in current and potential markets that offer direct service to any of the state's airports. Should a direct flight from an international destination come online, we will work with our representative firms in the impacted market to develop a public relations and/or digital marketing campaign to support the flight.

Ground Transportation

Reimagine the Rest Area Experience - In conjunction with the Nevada Department of Transportation and the Las Vegas Convention and Visitors Authority, TravelNevada will reimagine the experience available at statewide rest areas to ensure travelers have safe and welcoming facilities throughout Nevada's roadways. Through enhancements to these facilities, TravelNevada will ensure the State's world-class tourism brand promise is realized for travelers who journey along Nevada's highways and byways.

In collaboration with the Department of Transportation and the Department of Education, develop new "Welcome to Nevada" signs for us on all major freeways, highways and byways entering the state.

Virtual Infrastructure

Enhance virtual infrastructure through launching a TravelNevada mobile app that will provide both wayfaring and educational resources. App must be useable in areas of the state with and without cell/Intranet service.

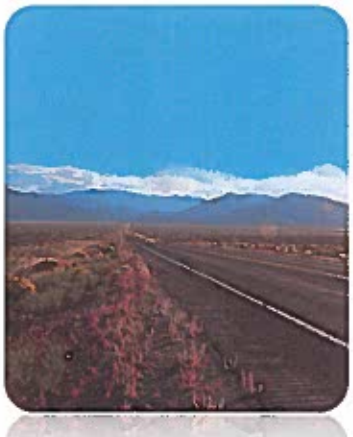
State/National Park Lodging

TravelNevada will work in collaboration with the Department of Conservation and Natural Resources to begin to explore options for constructing lodging facilities at Nevada's state and national parks.

Key Performance Indicators:

- Gain legislative approval for initiating rest area redevelopment.
- Create initial design, including branding elements and visitor experience outline.

- Create a statewide air service development task force to address the business, policy and partnership issues pertaining to enhancing air service.
- Develop framework for identifying a lodging company to build state and national park lodges.
- Conduct entryway sign contest, produce and post new signs.
- Complete and launch the mobile app.



6. **Run an Effective Business**
   As a state agency, the Nevada Division of Tourism is committed to ensuring all funds are allocated and spent at the highest level of efficiency and transparency. The Division of Tourism, in alignment with the Department of Tourism and Cultural Affairs, Nevada Revised Statutes, State Administrative Manual and the Nevada Administrative Code, will conduct its financial and operational programs with a high level of integrity, ensuring compliance with policies and procedures.

   Key Performance Indicators:

   a. All external vendors are contracted in compliance with State Purchasing policies and procedures.
   b. Invoice processing is done within the timelines outlined per contract in compliance with State Purchasing policies and procedures.
   c. Payment to vendors must not exceed the contract authority. Any needed contract and/or contract amendment must be developed and approved prior to work commencing.
   d. Nevada Division of Tourism will operate within its Legislatively Approved budget.
   e. All-staff meetings will be held at least once per quarter to help ensure staff is informed and empowered.
   f. All Nevada Division of Tourism team members fully understand and comply with Department/Division policies and procedures.

We cannot accomplish our goals alone. We need the partnership of Nevada's extraordinary travel and tourism industry and the myriad global collaborators. TravelNevada encourages participating, brand championing, challenging and leading. Our programming will succeed only through vibrant statewide, national and international partnerships.

We're here to serve and benefit Nevadans, both in the travel industry and those who enjoy the tremendous quality of life that's due to the economic foundation built by travelers and the businesses supported by travel and tourism.

FY 16 Sales Shows and Missions

International Travel Trade:

* UK/Germany Governor's Trade Mission - July 20-25, 2015
LVCVA Australia Sales Mission – Aug. 2-9, 2015
Brand USA India Sales Mission – Sept. 9-12, 2015
LVCVA Canada Sales Mission – Oct. 19-23, 2015
* Mexico Sales Mission – Oct. 12 – 17, 2015
WTM London - November 2-5, 2015
RSCVA Canada Sales Mission - TBD
Brazil Sales Mission - TBD
SATTE - January 29-31, 2016
LVCVA LA Receptive Event - TBD
Visit USA Australia – Feb. 16-19, 2016
LVCVA Mexico Sales Mission - TBD
ITB - March 9-13, 2016
Visit USA Denmark – In conjunction with ITB
Visit USA Italy – In conjunction with ITB
WTM South America - March 29-31, 2016
* TravelNevada Northern Europe Sales Mission – Spring 2016 – TBD
* TravelNevada Los Angeles Sales/Media Mission – Spring 2016 - TBD
IPW- (New Orleans) - June 18-22, 2016
Hana Show (South Korea) - TBD
LVCVA China Mission - July 12-17, 2016

Domestic Travel Trade:

LVCVA Sales Mission New York & New Jersey – July 19-24, 2015
American Bus Association - January 9-12, 2016
National Tour Association - January 31-February 4, 2016
RTO Summit West - February 17-18, 2016
Go West - February 22-25, 2016

Domestic Consumer Shows/Sales Calls/ Events:

Travel and Adventure Shows:
- Chicago- January 23-24, 2016
- SF/Bay Area- March 5-6, 2016
- Los Angeles- February 27-28, 2016
- NY Times- January 7-10, 2016

In-State Consumer Travel Trade:

Bike Fest - October 1-4, 2015
Get Outdoors NV Day - October 24, 2015
Spotlight on Southwest - April, 2016
Motorcoach Appreciation Week - Laughlin- April, 2016

* TravelNevada sponsored with partner attendance opportunity

Nevada Commission on Tourism FY16-17 Commissioners

Lt. Governor Mark Hutchison, Chair
Cindy Carano, Vice Chair, Reno
Dallas Haun, Las Vegas
Bob Morse, Las Vegas
Don Newman, Elko
Rossi Ralenkotter, Las Vegas
Herb Santos, Reno
Ryan Sheltra, Reno
Mike Vaswani, Las Vegas
John Wagnon, South Lake Tahoe

Ex-officio Commissioners

Richard Arnold, Chair, Nevada Indian Commission
Julia Arger, Chair, Nevada Arts Council
Bob Stoldal, Chair, Division of Museums and History

Nevada Division of Tourism Management Team

Claudia Vecchio, Director
Larry Friedman, Deputy Director
David Peterson, Operations and Finance Manager
Bethany Drysdale, Public Relations Director
Greg Fine, Marketing Director
Janet Geary, Publisher, Nevada Magazine

Address

401 N. Carson St.
Carson City, NV 90701

555 E. Washington Blvd.
Suite 5600
Las Vegas, NV 89101

Digital Properties

TravelNevada.com
TravelNevada.biz
NevadaCulture.org
GovernorsConference.org
RuralRoundup.com
Facebook: TravelNevada
Twitter: @ TravelNevada

ADDENDUM A

Nevada Division of Tourism Legislative Authority

The Nevada Division of Tourism (known publically as TravelNevada), an agency within the Department of Tourism and Cultural Affairs, is the chief consumer marketing agency for the State of Nevada. Through a dynamic sales and marketing program, the Division promotes the state to potential leisure and business travelers in the U.S. and throughout the world. The Division also is the brand steward of the Nevada: A World Within. A State Apart., a statewide brand that was launched in April 2013.

The Division of Tourism is given its authority to function as a state agency through NRS 231.160 requiring the agency to:

1. Promote this State so as to increase the number of domestic and international tourists.
2. Promote special events and exhibitions which are designed to increase tourism.
3. Develop a State Plan to Promote Travel and Tourism in Nevada.
4. Develop a comprehensive program of marketing and advertising, for both domestic and international markets, which publicizes travel and tourism in Nevada in order to attract more visitors to this State or lengthen their stay.
5. Provide and administer grants of money or matching grants to political subdivisions of the State, to fair and recreation boards, and to local or regional organizations which promote travel and tourism, to assist them in:
   (a) Developing local programs for marketing and advertising which are consistent with the State Plan.
   (b) Promoting specific events and attractions in their communities.
   (c) Evaluating the effectiveness of the local programs and events.
   - Each recipient must provide an amount of money, at least equal to the grant, for the same purpose, except, in a county whose population is less than 55,000, the Division of Tourism may, if convinced that the recipient is financially unable to do so, provide a grant with less than equal matching money provided by the recipient.
6. Coordinate and assist the programs of travel and tourism of counties, cities, local and regional organizations for travel and tourism, fair and recreation boards and transportation authorities in the State. Local governmental agencies which promote travel and tourism shall coordinate their promotional programs with those of the Division of Tourism.
7. Encourage cooperation between public agencies and private persons who have an interest in promoting travel and tourism in Nevada.
8. Compile or obtain by contract, keep current and disseminate statistics and other marketing information on travel and tourism in Nevada.
9. Prepare and publish brochures, travel guides, directories and other materials which promote travel and tourism in Nevada.
10. Publish or cause to be published a magazine to be known as the Nevada Magazine. The Nevada Magazine must contain materials which educate the general public about this State and thereby foster awareness and appreciation of Nevada's heritage, culture, historical monuments, natural wonders and natural resources.

Ensuring these mandates are met and exceeded, the Division of Tourism operates as a dynamic, results-driven marketing organization, developing and executing sales and marketing programs that promote the state to both domestic and international visitors.

ADDENDUM B

Nevada Division of Tourism Funding

The tourism promotion fund, through which TravelNevada is funded, is mandated, per NRS 231.250: The Fund for the Promotion of Tourism is hereby created as a special revenue Fund. The money in the Fund is hereby appropriated for the support of the Department.

TravelNevada is funded solely through revenues derived from lodging taxes and and conference registrations. TravelNevada receives 3/8 of one percent (1%) of the lodging taxes collected throughout the state.

NEVADA A WORLD WITHIN. A STATE APART.

Jan. 31, 2017
Updated Feb. 8, 2017

Briefing on Potential Impact of Executive Order to the Tourism Industry in Nevada

Situation: On Jan. 27, 2017, an executive order was issued restricting specific travelers to the United States and banning entry of people from certain areas of the world. The order has been widely discussed and amplified in worldwide media. The perception of the United States as a welcoming destination may be threatened by information – and misinformation – about the executive order.

***NOTE**: The Executive Order has been challenged in court and is currently suspended. This is a fluid situation, however, and may change at any moment. There was an Appeals Court hearing on Feb. 7 and the judges are currently determining the immediate future of the order. This document will be updated to reflect any changes.*

What the executive order does (*source: U.S. Travel Association*):

- Suspends entry to the U.S. for 90 days for nationals of seven countries (Iraq, Iran, Libya, Sudan, Somalia, Syria and Yemen) traveling on immigrant and non-immigrant visas;
- Calls for review of visa issuance procedures and information sharing on visa applicants from foreign governments. Countries not sharing information on visa applicants with the U.S. can be barred from receiving visas in the future;
- Suspends the admission of most refugees for 120 days;
- Bars refugees from Syria for an indefinite period;
- Reduces the total number of refugees permitted to enter the U.S. in FY 2017 to no more than 50,000; and
- Requests expedited completion of biometric entry-exit tracking at ports of entry.

The purpose of the executive order is to give the Secretary of Homeland Security, in consultation with the Secretary of State and the Director of National Intelligence, the opportunity to review the current visa review process and determine: 1) what additional information is needed during the visa process to verify if an individual poses a national security threat; and 2) which countries are failing to provide that necessary information.

The Nevada Division of Tourism is a member of the U.S. Travel Association and remains closely aligned with both U.S. Travel and the Brand USA marketing organization. Consistent messaging locally and nationally is important as we present the United States as a desirable vacation destination.

U.S. Travel Association's Position

While we recognize the Trump administration's intention to enhance national security, U.S. Travel's policy is clear: We believe that increased security and increased travel can, and must, coexist. Travel and security are not opposing goals.

It is critical for our industry, our economy, and our national security to strike the right balance between enhanced security and measures that needlessly deter legitimate travel. It is equally critical that

travelers possess accurate and clear information from official government sources regarding their ability to enter the U.S., leaving no question unanswered about their ability to visit.

As always, we must adapt to serve as effective advocates for our industry's priorities while maintaining our core values. Our history of successful collaboration with government is grounded in mutual respect and understanding, and we'll continue to operate under that premise. But, clearly, prolonged disruption would be contrary to facilitating the flow of legitimate international travel to the U.S.

Brand USA's Position

As it is in other countries, it is the job of hard-working personnel in Consular Affairs Sections of U.S. Embassies and Consulates and of U.S. Customs and Border Protection to facilitate the constant flow of passengers—a daily average of nearly 1 million U.S. citizens and international travelers—while maintaining the highest levels of safety and security.

A secure travel environment is critical to the continued success of the United States as a diverse destination that attracts travelers throughout the world to experience the wide variety of exceptional experiences available in all 50 states, the District of Columbia, and the five U.S. territories.

According with our role as the nation's destination marketing organization, we will continue to invite travelers to visit the United States to help fuel the nation's economy while communicating entry and visa policy to ensure they have the information needed to plan their visit.1

We believe the combination of our marketing efforts and all that the USA has to offer travelers will continue to inspire travelers to visit the USA.

There is more recognition today than ever before of travel and tourism as a significant source of fueling the nation's economy and creating jobs, as well as helping to connect people and cultures for greater understanding.

We believe Brand USA's future in Washington is in great hands under the leadership and support of the U.S. Travel Association, along with the American Hotel & Lodging Association, the National Resort Association, the Destination Marketing Association International, and other organizations representing the vertical channels of the travel and tourism industry.

While Brand USA refrains from participating in any type of lobbying activity – and remains singularly focused on marketing the United States as a premier travel destination, these organizations, along with Brand USA's more than 600 partners, are strong ambassadors for the success and positive impact of Brand USA on our nation's economy.

No Impact on the Visa Waiver Program
Source: U.S. Travel Association

Many news outlets have incorrectly reported that the executive order suspends the Visa Waiver Program. This is not the case. The executive order does suspend the Visa Interview Waiver Program, a distinct and separate program for countries where a visa is needed to travel to the U.S., which allows for visa renewal without an interview.

According to the U.S. State Department, this means that visa interviews are now required for all applicants except those that fit in the following categories:

- Applicants under the age of 14 or above 79;
- Applicants who held a visa in the same category that expired less than 12 months prior to the new application—a reduction from the previous 48-month period; and
- Diplomatic and official visa applicants from foreign governments and international organizations.

This provision also means that first-time Brazilian and Argentinian applicants, ages 14-15 and 66-79, who were previously exempt, will now be subject to visa interviews.

Statement from the Las Vegas Convention and Visitors Authority:

"Tourism is the most crucial industry for the Southern Nevada economy and we must protect it. The Las Vegas Convention and Visitors Authority supports efforts to ensure safe and secure travel; however, that is not mutually exclusive of being open and welcoming. We will continue to support programs like Visa Waiver, Global Entry and Customs Preclearance, which provide the proper vetting of individuals wishing to travel to the United States. We will continue to aggressively market Las Vegas to the world and welcome business and leisure visitors to our destination."

What TravelNevada's representatives in global markets are saying:

- Canada
  - The general mood in Canada regarding the ban ranges from disappointment to outrage. There have been protests across the country at Trump properties, U.S. Consulates and at the U.S. Embassy.
  - There is some of discussion in Canada about boycotting travel to the US
  - The economic consequences could be significant (from a Toronto Star article): "In 2015, Canadians made almost 21 million overnight trips to the United States. We stayed for about 216 million nights. And we spend almost $20 billion. On top of that, we made 23 million same-day car trips south, scooting across the border for some bargain shopping. So let's not do it. There's no need to start a campaign. Just make a personal decision to avoid the United States whenever you can as long as the cruelty persists."
- Brazil
  - The fear is not that Brazilian travelers will be unwelcome, it is that obtaining a visa will become more difficult. Although Brazil has not qualified for the American visa exemption, in recent years it has seen an easier visa policy. President Obama announced in 2014 that the United States was open to Brazilian tourists. After that, the Visa Applicant Assistance Centers (CASVs) were implemented in several cities in Brazil, accelerating the visa application process. The USA returned to issuing visas with validity of 10 years for the Brazilians. This demonstrated stability and confidence in its tourists.

- France
  - It is a bit too early to know, especially if people are reconsidering their travel plan or not. We don't have enough perspective on this matter from travel agencies yet. In French media, Trump is perceived as a threat for Europe.

- UK
  - Over the past few days, we have seen confusion over the eligibility of people with dual-nationalities and collective calls from key industry figureheads that the UK travel industry needs to work together to amplify that the US is a "safe and welcoming country." In reaction to his new Executive Order, more than 1.3 million British people have signed a petition urging the government to call off President Donald Trump's state visit to the UK.
  - The immediate challenge lies in the confusion over the eligibility of people with dual-nationalities, such as recently-knighted UK Olympic hero and Somalian passport holder Sir Mo Farah, to enter the US. For example, David Scowsill, president and chief executive of the World Travel & Tourism Council (WTTC) said the restrictions had created "immense confusion among travelers and travel companies worldwide." However, this challenge is being met head-on by the UK Foreign Office. Today, Abta clarified the UK Foreign Office's advice, stating: "As long as they are travelling on a UK passport, they can still travel to the US, subject to further security."
  - When asked if the US travel ban has had any immediate impact on travel booking to the US, the following figures from the UK travel industry offered feedback:
    - *Dominic Stuart Tucker – Norwegian, Head of Sales UK:* "Given that it has only been a few days since the announcement it is impossible to tell I am afraid. It has been a trying year and anything that doesn't encourage people to travel to America as a whole is not positive."
    - *Julian Stockdale – Thomas Cook, Head of USA Contracting:* "Sales overall to USA have been sluggish over the last 6 weeks and we need to see improvements over the next 6 weeks."
    - *Sandra Potter – Frontier Travel, Founder:* "I haven't noticed much of a change, but too soon to mention. Personally, I believe President Trump's orders will put people off, safety will become a concern and his attitude angers many as we have seen by the 1.5 million people who do not want him to come to the UK. It can only be bad news in my view. I hope I am wrong."
    - *David Warne – Wexas Travel, Product & Commercial Director:* "In short, our enquiry levels and bookings to the USA are down by about 50% this January compared to same period last year and bookings taken are down 37%. We actually noticed enquiries and bookings starting to dip since October last year – after what had been a strong year up to that point; we initially put this down to exchange rate impact stating to bite post Brexit vote, but now we firmly believe there is a Trump factor as well. I doubt it will have a lasting impact on travel to the USA, this is likely to have a short term impact only, but a concern none the less."

TravelNevada's International Marketing Outreach:

Nevada currently markets in 10 global markets:

Australia	Germany
Brazil	India
Canada	Mexico
China	South Korea
France	United Kingdom

Five of our global markets are Visa Waiver Program Designated Countries, meaning that they are not affected at all by this executive order.

Nevada spends just over $2 million – or approximately 11 percent of its budget – on international marketing and sales activities.

Potential Talking Points:

- Nevada actively markets in 10 global markets, none of which are among the banned countries. Five of our global markets are Visa Waiver Program Designated Countries, meaning that they are not affected at all by this executive order.
- We have a long history in many markets around the world, and potential visitors there know that Nevada is friendly, welcoming, and a fun destination. This feeling is reinforced by the recognition of Las Vegas as an all-inclusive global destination.
- The executive order is temporary, and it is too soon to determine its long-term impact.
- Tourism is the No. 1 industry in Nevada. We welcomed more than 55 million visitors to our state last year, and we continue to grow our attractions and lodging options to welcome more visitors every year.
- The tourism industry, which employs 487,500 Nevadans, must be protected against economic, political, or other threats. We believe that the safety of our residents and visitors can be maintained while continuing to welcome the world to visit Nevada and capitalizing on the economic impact of tourism to our state.
- The Nevada Division of Tourism continues to monitor this situation and will work closely with local, regional, and national resources to ensure that the Nevada brand remains respected and desired by our global visitors.

Friday, February 10, 2017

FROM THE DESK OF ROGER DOW

Dear U.S. Travel Colleague:

I would like to give you an update on travel measures included in the recent executive order regarding immigrants and refugees.

Executive Order Remains Suspended
Yesterday, a panel of the U.S. Court of Appeals for the 9th Circuit upheld the stay on the executive order imposed by the Federal District Court in Seattle. This means that the executive order remains suspended, and nationals of the seven countries identified in the order who hold valid U.S. visas may travel to and from the United States.

The court ruled unanimously that "the government has not shown a likelihood of success on the merits of its appeal." The court determined that plaintiffs made a sufficient showing of irreparable injury to their interests—public universities, in particular—if the stay were denied.

Notably, the court stated that "the public has an interest in free flow of travel[.]"

What Happens Next?
This is not, of course, a final decision. The administration can appeal to the full 9th Circuit or to the U.S. Supreme Court on the stay itself. Cases are also pending in other legal jurisdictions on the federal government's order. Expect further proceedings on this matter later in February. We are closely monitoring the progress of these cases.

What U.S. Travel Is Doing
While the legal proceedings continue, we have mounted vigorous, multi-faceted outreach to both the administration and Congress, including outreach to White House officials; the Departments of State, Homeland Security, and Commerce; and dozens of members and staff in the U.S. House and Senate.

We are making the case for travel's importance to the U.S. economy and reinforcing the view that security and travel are not opposing goals but, in fact, work together.

Additionally, we are highlighting the potential effect on inbound legitimate travel, gathering information about the executive order's impact on intent to travel to the U.S. from various international markets, and compiling data from our members on the impact to their destinations and properties.

You can read our media statement on the ruling here. We will continue to keep you informed as circumstances warrant.

Sincerely,

Roger

Roger J. Dow
President and CEO

Marketing Recommendation:

The following print concepts were presented to the Marketing Committee on 2/8. After review of testing results and discussion of the images that will be selected for final placement, the committee recommended selection of the "Nevada Begins" concept.

Fahlgren Mortine and the TravelNevada marketing team also recommend the approval of this concept for use in FY18 print and digital creative assets.

1

DFMI Print Concepts

February 8, 2017

DON'T FENCE ME IN

NEVADA A WORLD WITHIN. A STATE APART.

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2

DFMI Evolution

FY15:
Introduction to DFMI

FY16:
Characters embodying DFMI spirit

FY17-18:
DFMI *authentic* characters & experiences are front & center

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3

The Brief

You will experience the West's most authentic and unrestricted adventures in Nevada.

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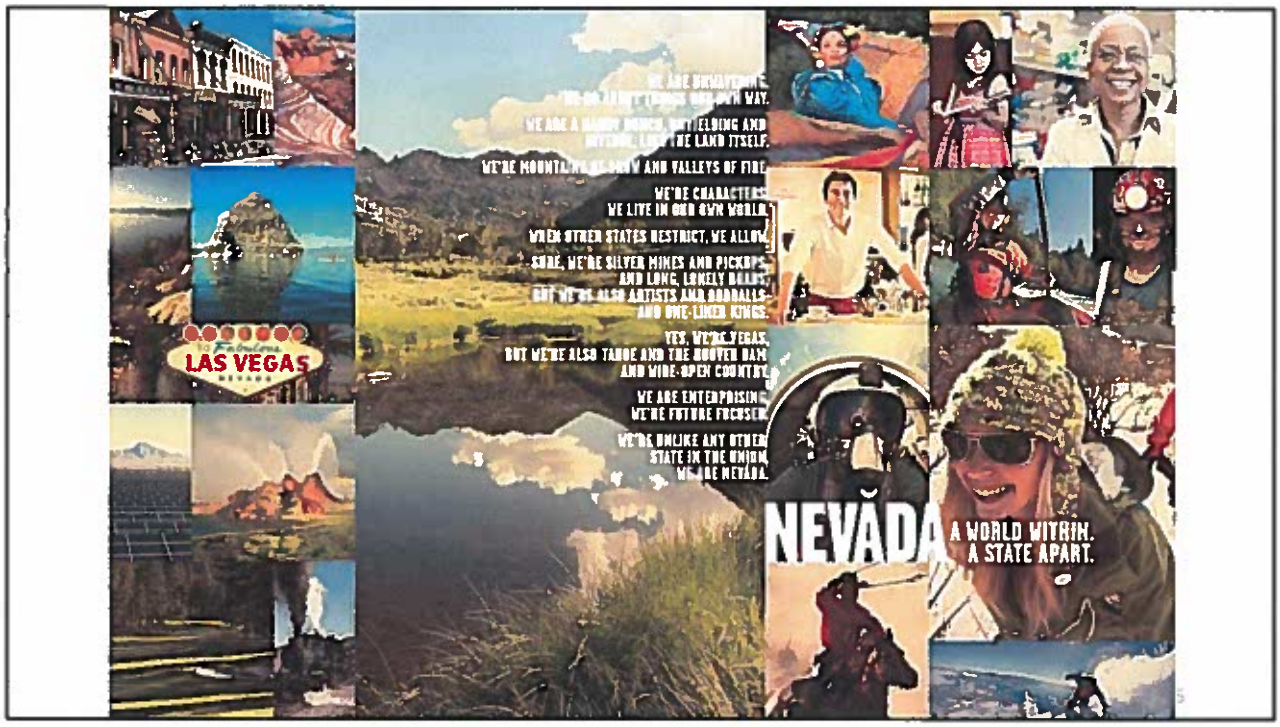
4



Brand Voice: Print

6

"Nevada according to…"

The Spark:

The Voice:

The authenticity of the TravelNevada brand voice is expressed in not only what you will find here, but who you will hear it from. There is a unique POV and way in which Nevadan's would describe their favorite places in Nevada.

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Print

8

Print

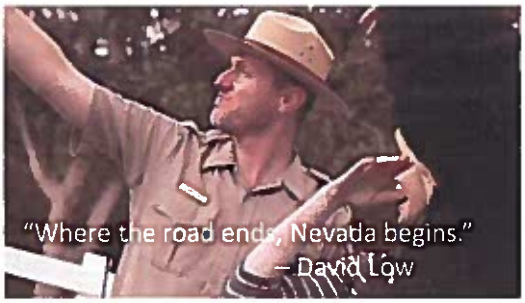
9

Digital Banner

10

"Nevada Begins"

The Spark:



The Voice:

Advice from the person that lives it and breathes it everyday is the best place to start your own story.

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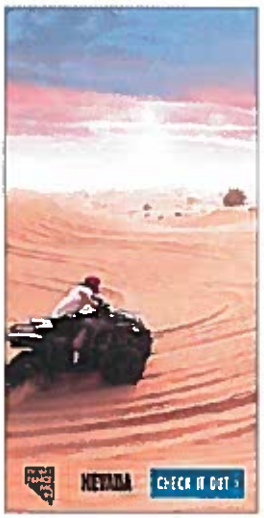
Print

12

Print

13

Digital Banner



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Summary & Mantra Threads

Nevada According To...

We go about things our own way.

NV Begins

When other states restrict, we allow.

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15

Concept Test Results

16

Objectives & Methodology

- Concept testing for:
  - Resonance
  - Appeal
  - Effectiveness as motivators
- Respondents:
  - Millennial, Gen X + Baby Boomers
  - 800 potential travelers
    - 400 Western region
    - 400 long-haul markets

Campaign #1

Campaign #2

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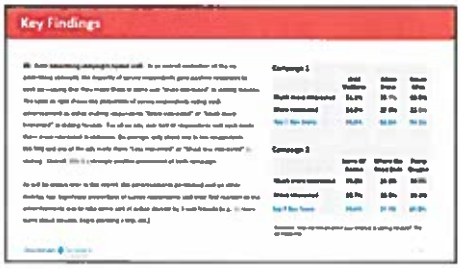
17

Key Findings

1. Both campaigns tested well.
2. Campaign 2 was seen as somewhat more effective in generating interest in visitation than Campaign 1.
3. The advertisements performed better in long-haul markets than in the nearby western region.
4. Winter-themed advertisements performed strongly.
5. Younger travelers relate most strongly to these advertisements.
6. Younger travelers also are more moved to action by the ads.

Campaign #1

Campaign #2



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18

First Impulses

- "Start planning a trip to NV." (24%)
- "Learn more about NV." (31%)
- "Visit TravelNevada.com." (25%)
- "Ask a question about NV." (16%)
- "Follow the adventures of the people in the ad." (16%)
- "Visit NV's social pages." (12%)
- "Google Nevada." (15%)
- "Visit the specific location featured in the ad." (10%)
- "Do nothing." (29%)

Campaign #1

Campaign #2

fahlgren mortine

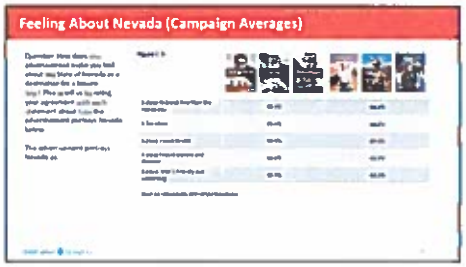
19

Top Feelings About NV

- "A place to break free from the day-to-day." (67%)
- "A fun place." (65%)
- "A place I want to visit." (59%)
- "A place I could explore and discover." (62%)
- "A place that is friendly and welcoming." (60%)

Campaign #1

Campaign #2



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Portrayal of NV

- "This ad shows NV is a place with compelling travel experiences." (42%)
- "This ad shows NV is a place with travel experiences I'd want to share with my family and friends." (35%)
- "This ad shows NV is a place with interesting people." (36%)
- "NV can be a scary place." (10%)
- "This ad shows a side of NV I've never seen before." (27%)
- "This ad is confusing." (10%)

Campaign #1

Campaign #2

fahlgren mortine

21

Impact on Interest in Visiting NV

- "Much more interested in visiting." (32%)
- "More interested in visiting." (27%)
- "Neither more or less interested." (31%)
- "Less interested." (6%)
- "Much less interested." (4%)

Campaign #1

Campaign #2

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22

Summary & Mantra Threads

Nevada According To...

We go about things our own way.

NV Begins

When other states restrict, we allow.

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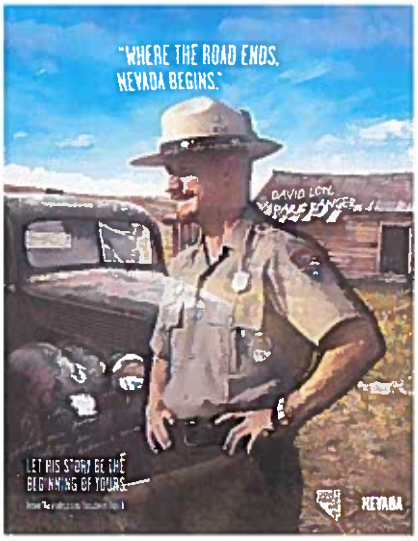
Recommendation



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Next Steps

Marketing Committee feedback:	2/8
People and locations reco:	February
FY17 production:	March
FY18 production (broadcast):	August
Launch:	Spring/Summer FY17
Full launch:	Fall/Winter FY18

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Appendix

26

Competitive Landscape

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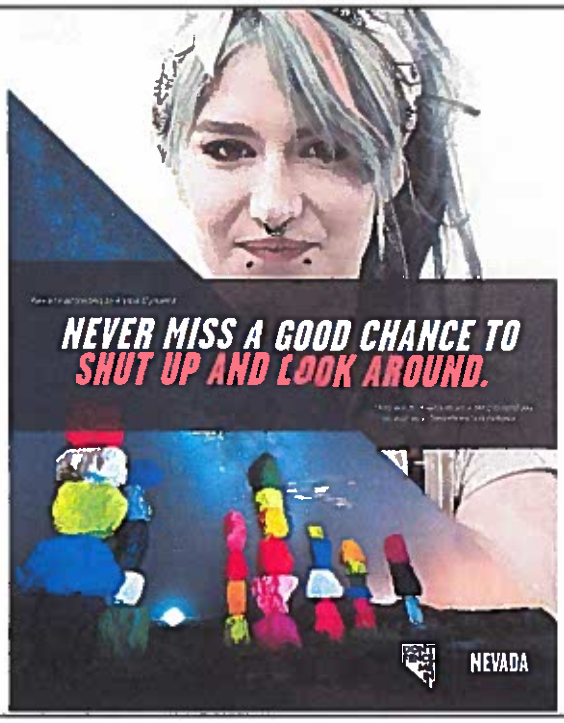
Print



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Print


"WE DON'T PUMP OXYGEN INTO YOUR ROOM.
THAT'S WHAT ADRENALINE IS FOR."
WHITNEY GARDNER –
OLYMPIC SNOWBOARDER
LET HER STORY BE THE
BEGINNING OF YOURS.
NEVADA

29

Marketing Committee Meeting

February 8, 2017

DON'T FENCE ME IN

NEVADA A WORLD WITHIN. A STATE APART.

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1

Fall/Winter Performance Highlights

- **Total Site Sessions are up 82% and total goal completions are up 306% YoY***
- Our Lonely Planet interaction rate of 5.78% is nearly **4x better** than the results from our FY16 campaign (1.45%)
- On average, Atlas Obscura's audience is spending almost **3 minutes per view** reading our place pages and article content
  - These users also produced 5,860 social engagements (1 of out 5 content pageviews produced an engagement)
- Fall/Winter partners, Weekend Sherpa and Travel Spike's eNewsletter placements are a generating a significant amount of engaged traffic
  - Travel Spike alone generated 4,500 sessions and 197 eNewsletter sign-ups

*Compared to 11/14/15-1/1/16

**As defined in Google Analytics

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2

Fall/Winter Optimizations & Suggestions

- We are working with Trip Advisor to optimize the non-native Utah, Arizona, California, and Colorado content, as those placements are below the .14% CTR benchmark
- To improve VCR on Clearstream, we will move more impressions to the "desktop contextual" and "in-stream retargeted" placements, as those have the highest VCR
- Kargo's interaction rate is slightly under the benchmark and we are working with them to improve the "Hover unit" performance
- Due to low CTR, we are recommending removing impressions from Expedia's 970x90, 468x60, and 300x50 banners

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*As defined in Google Analytics

3

Spring/Summer Media Markets

- Spring/Summer markets will be consistent with the Fall/Winter campaign:

Video & Digital (including mobile and tablet):

- Los Angeles, San Francisco, Phoenix, Salt Lake City, Boise, Las Vegas, and Reno DMAs

Digital (including mobile and tablet):

- Sacramento and San Diego DMAs

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4

Creative Message Modifications

- Spring/Summer creative modifications would include seasonal updates to imagery and call to action optimizations to help increase engagement and conversion rates with the audience during the planning stage

Rich Media Unit

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5

Creative, Continued

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Standard Banners

6

Creative, Continued

Atlas Obscura

Lonely Planet

Matador

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TravelNevada.com Homepage Enhancements

- We have already started incorporating authentic characters and experiences into our creative work

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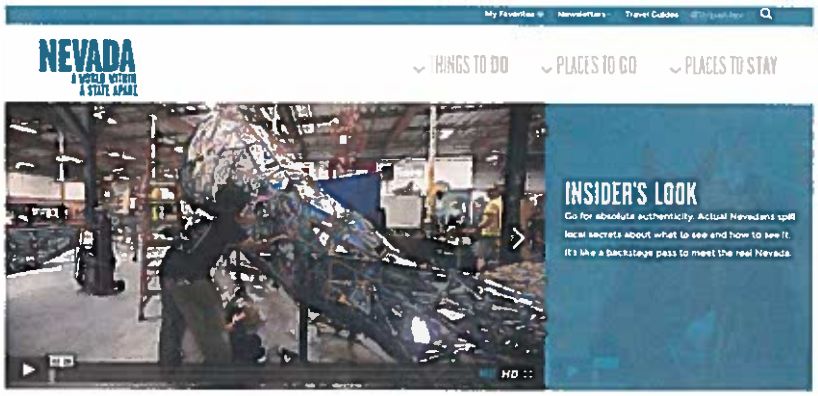
TravelNevada.com Homepage Enhancements



Insider's Look Landing Page

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9

Sales and Industry Partners

Shows / FAM information 2017

Yennifer Reyes –

February 8 – RTO Summit West (Marina Del Rey, CA)

eTourism Summit International Symposium regarding marketing tactics that can be used by tourism sales. Examples and case studies will be presented on how tourism sales can work together with their marketing department. This is an education summit directed towards destination managers and suppliers. To learn more or register you can visit – http://www.rtosummit.com/rto-summit-west/

February 15 – 19 – Go West Summit Nevada Explorer Pre Fam (Reno, Elko, Ely)

This FAM will have up to 25 tour operators from around the world. Operators are interested in growing their Nevada packages and learning more about the state. The Nevada Explorer Pre FAM start in Reno work up to Elko down to Ely then back to Reno. To participate in the FAM or learn more contact – Yennifer Reyes: Yreyes@travelnevada.com or call 775-687-0645

February 25 – 28 – India Sales Fam (Lake Tahoe & Reno)

The FAM is a small group of 4 tour operators from India looking to add Reno & Lake Tahoe to their list of packages. Their focus is on products for FIT travelers and small groups. The FAM will be siting Downtown Reno, Virginia City, Carson Valley, Genoa and Lake Tahoe. To participate in the FAM or learn more contact – Yennifer Reyes: yreyes@travelnevada.com or call 775-687-0645

March 12 – 18 – Winter Ski Fam (Lake Tahoe & Reno)

FAM trip to highlight skiing and winter activities in the Reno/Tahoe area to international buyers from Australia, Brazil, Mexico, and the UK.

March 21 – 26 – Brand USA Multi Channel media filming (location TBD)

In collaboration with Miles Media a production team will be creating 2 minute vignettes for our multi-channel Brand USA media campaign. A 10 minute segment will also be produced and broadcasted on 31 domestic local TV stations. The creation of this project comes from our partnership with Brand USA for further information you can contact – Yennifer Reyes: yreyes@travelnevada.com or call 775-687-0645

April 3 – 7 – China Sales Fam (location TBD)

The FAM will be a small group of 6 tour operators from China. The group will arrive into Las Vegas and travel up to Reno/Lake Tahoe. To participate in the FAM or learn more contact – Yennifer Reyes: yreyes@travelnevada.com or call 775-687-0645

Christian Passink–

February 23 – 25 – Go West Summit Reno/Lake Tahoe Ski Familiarization Tour
http://www.gowestsummit.com/

In an effort to showcase all that the region has to offer TravelNevada will be offering multiple familiarization tours for participants of the Go West Summit held in Reno this February.

One of the options is the Reno/Lake Tahoe Ski Familiarization Tour. Highlights of the trip include a Heavenly scenic Gondola Ride, skiing at Mt Rose and Diamond Peak highlighting the local restaurants and accommodations within the Reno/Tahoe Region.

TravelNevada is always looking for support from our Industry Partners for these familiarization tours, please let us know if you are interested in future opportunities to be involved.

Contact Christian Passink cpassink@travelnevada.com

March 8 – 12 – ITB Berlin http://www.itb-berlin.de/en/

TravelNevada will be a co exhibitor with the Las Vegas Convention and Visitors Authority at ITB Berlin this March in Berlin Germany.

ITB Berlin is known as the leading Travel Trade Show in the world and is an incredible opportunity to have one-on-one appointments with the top Tour Operators from Europe and all around the globe.

TravelNevada will be working with our in-country German Rep in order to insure that the appointments, marketing proposals and leads are of the most value to our Nevada Tourism Industry constituents.

This event is organized by the LVCVA for more information on TravelNevada's role at ITB Berlin contact Christian Passink cpassink@travelnevada.com

May 26 – 31 – French Tour Operator Familiarization Tour

TravelNevada is organizing a statewide familiarization tour designed for the benefit of the top Tour Operators from France. This trip is still in the planning stages so we are still looking for partners for lodging, dining and activities. This trip will originate in Las Vegas and they will depart out of Reno.

For more information on how you can get involved with this opportunity, contact Christian Passink cpassink@travelnevada.com

June 3 – 7 – IPW Washington DC https://www.ipw.com/

The US Travel Association's IPW is the travel industry's leading international marketplace and the largest generator of travel to the U.S. With more than 1,300 buyers from over 70 countries.

TravelNevada traditionally attends IPW every year with multiple staff members attending to ensure we take full advantage of this great opportunity to meet with the top travel professional from around the world. IPW is one of our best producers of international marketing opportunities, and lead generators.

For more information on TravelNevada's role at IPW, contact

David Lusvardi dlusvardi@travelnevada.com or Christian Passink cpassink@travelnevada.com

David Lusvardi –

January 22 – 29 – LVCVA Mexico Sales Mission

Visit Monterrey, Guadalajara, Mexico City and Cancun

Meetings and presentations with airlines, tour operators and agents

LVCVA invites Las Vegas partners

February 19 – 27 – Go West Summit http://www.gowestsummit.com//index.cfm

Annual conference in the Western U.S. with international inbound focus

Attendees are buyers from other countries who book travel to U.S.

Partners can register to attend on their own

March 12 – 18 – Winter Ski Fam

FAM trip to highlight skiing and winter activities in the Reno/Tahoe area to international buyers from Australia, Brazil, Mexico and the UK.

April 2 – 9 – WTM Latin America, participating with the LVCVA booth http://latinamerica.wtm.com

Participating with the LVCVA booth

Annual travel show in Brazil for tour operators and agents

Attendees are from Latin America who book travel globally

We are attending with the LVCVA booth

May 13 – 17 – RTO Summit East http://www.rtosummit.com/rto-summit-east

Annual travel show for receptive tour operators

U.S. companies that book travel into the U.S. from other countries

This is an appointment show. Partners can register to attend on their own.

June 3 – 8 – IPW (International Pow Wow) https://www.ipw.com

Annual show in the U.S. with focus on international inbound travel

This is an appointment show. Partners can register to attend on their own with their own booth.

Teri Laursen –

February 15 – 27 – Go West Summit

Go West Summit introduces the world's top international tour operators to specialty suppliers offering tourism-related products or services in the American West. February 20-23, 2017, Go West Summit partners with Reno Tahoe USA and TravelNevada to present the ultimate business-to-business tourism convention experience with a side of adventure!

TravelNevada is organizing and leading one pre-conference FAM and four post-conference FAM which will showcase many destinations throughout the state. FAM themes are Historic Ghost Towns and Ghostly Haunts; Carson Valley—Lake Tahoe—San Francisco; Nevada Explorer; Railroad Journeys; and, Ski Lake Tahoe.

TravelNevada reached out to Nevada partners for collaboration and cooperation in finalizing five amazing itineraries. http://www.gowestsummit.com/

February 26 – March 1 – NTA (National Tour Association) conference

Travel Exchange is NTA's annual conference, where our members do business, learn more about our industry and find out how others are tackling challenges. This is an appointment show where leads will be generated for our Nevada partners. http://ntaonline.com/convention/

April 5 – 9 – Vancouver Sales Mission

Vancouver Sales Mission is a 4-day event that includes sales presentations, a sales/media event, sales calls, participation in the Uniglobe Travel Western Canada sales conference with Nevada partners. The purpose of the mission to introduce Nevada to the travel trade and stimulate more travel by Canadians to Nevada. http://dwhsa.com/

May 5 – 7 – DWHSA (Destination Wedding and Honeymoon Services Association)

DWHSA FAM will bring up to twelve travel agents with a proven track record of booking Nevada to the Northern part of the state where we will inspire the industry to book more business in Nevada. DWHSA will be bringing its annual conference to Las Vegas the first week of May and will be followed by a FAM to Reno/Tahoe/Carson City/Carson Valley. Nevada partners were involved in the planning and organizing of the fam. http://dwhsa.com/

May 18 – 20 – GTM West (Global Travel Market West)

GTM West is an appointment-only event that connects influential travel advisors in North America with travel suppliers in face-to-face meetings and boardroom sessions. It is designed to encourage buyers to expand their supplier portfolio and book more business. Nevada partners will be sent leads from this event. http://www.gtmwest.com/ tlaursen@TravelNevada.com

Supplemental Information

TRAVELNEVADA.COM ✱ #TRAVELNEVADA

U.S. TRAVEL
ASSOCIATION

FROM THE DESK OF ROGER DOW

Dear U.S. Travel Member:

With the new year underway, a new Congress sworn in and Washington preparing for the inauguration of President-elect Trump, I'd like to share with you U.S. Travel's priorities for 2017. While we will undoubtedly be called upon to respond to other pressing issues in the year ahead, these 10 areas are where we intend to focus the association's time and effort.

1. **Modernizing U.S. airports:** Must-pass legislation to renew the FAA this year presents an opportunity for us to go on offense and advance our pro-connectivity, pro-growth, pro-traveler agenda. We will fight for sufficient funding for the airport infrastructure that America needs, while promoting an aviation system that can handle fast-growing travel volume, keep up with future demand and adapt to the evolving security landscape. Infrastructure was a top priority emphasized throughout the president-elect's campaign, and we aim to capitalize on that opportunity moving forward.

2. **Announcing our air travel blueprint:** This spring, we'll release an agenda containing policy recommendations to improve the air travel experience, enhance connectivity, open access to new markets and bolster security. We will continue to champion the protection of Open Skies policy, which supports American jobs and is a bridge to billions in visitor spending and tax revenues for communities across the country.

3. **Facilitating efficient, secure travel:** A connected America is a competitive America. We will work to make travel to the U.S. for business and tourism more efficient and more secure, which are not mutually exclusive goals. We will fight to protect partnerships with allied countries participating in the Visa Waiver Program and to refine procedures employed by U.S. Customs and Border Protection and the Transportation Security Administration that securely welcome and vet travelers entering and transiting in the U.S.

4. **Defending the industry against attacks:** As the voice of the travel community, we will promote travel and defend the industry from unwarranted and short-sighted attacks. This includes attempts to cut state and destination travel promotion budgets, which pay for themselves many times over in economic dividends, including tax revenues that fund essential public services. Similarly, travel connects people and builds understanding; we will discourage travel bans and boycotts, which are counterproductive and against the spirit of openness and hospitality that is fundamental to travel.

5. **Cultivating new travel champions:** Educating a new administration and many new congressional members and staff will be critical to strengthen our

industry's voice in Washington. We'll make the case for travel in districts around the country through our Travel Talks series, and our Travel PAC will remain highly influential in our work.

6. **Connecting the industry:** Our events are prime examples of how in-person meetings build business and deliver impact. Join us for our annual fly-in event, Destination Capitol Hill, for IPW hosted in our nation's capital for the first time, and ESTO this summer in Minneapolis, among other events.

7. **Preparing for emergencies:** All of us know the potential impact that health, security, natural disasters and other crises have on travel. We will convene some of the nation's top subject matter experts and share the best intelligence on emergency readiness and response during our first-ever Secure Tourism Summit in New York City this April.

8. **Taking those vacation days:** Our innovative Project: Time Off initiative continues to deliver cutting-edge, media-friendly original research that makes plain the benefits time off delivers for businesses, careers, relationships and families. We will advance this effort in 2017, squarely focused on transforming America's workplace culture.

9. **Proving it's worth meeting about:** We'll continue our leadership in the Meetings Mean Business coalition, which touts the message that face-to-face meetings, trade shows and incentive travel deliver better results, greater productivity and expanded opportunities for businesses, organizations and individual professionals.

10. **Delivering gold-standard research:** U.S. Travel has become the go-to resource for travel industry research. Members, academia and media all rely on our analysis of travel trends and data, including our monthly Travel Trends Index, original reports on special issues and our assessment of the economic impact our industry delivers.

Of course, none of this is possible without you, our members. As an exciting and busy new year begins in Washington, we look forward to your continued partnership, and most of all, to learning how we can support you to help advance our collective interests.

Best wishes from all of us at U.S. Travel for a happy and prosperous 2017.

Sincerely,

Roger

Roger J. Dow
President and CEO

Rapid India Demonetization Cripples Goa Casinos, Could Impact Las Vegas Tourism

NOVEMBER 17, 2016 BY KATIE BARLOWE

In India, the government's jolting decision to scrap 86 percent of all rupees in circulation has sent shock waves through Goa's casino industry.

In an unscheduled broadcast to the nation last week, Indian Prime Minister Narendra Modi announced without warning that all high-denomination 1,000 and 500 rupee bills in circulation would be culled, a desperate measure to stamp out tax evasion, corruption, and terrorist financing.

India's Prime Minister Narendra Modi's cash ban is hitting the casinos of Goa hard, and could impact Las Vegas tourism as well. Modi believes the drastic move is necessary to curb corruption, tax evasion, and terrorist funding. (Image: PTI Photo/Kamal Kishore)

The notes were declared illegal tender with immediate effect, but Indians have until a December 30 deadline to deposit their bills into a bank or post office, or exchange them for new ones.

The days following the announcement brought endless lines of panicked citizens, desperate to change their currency, queuing outside banks across India. Meanwhile, jewelers were doing a brisk trade, as people frantically exchanged their money for gold. Goa's casinos, however, are not faring quite as well.

Smashing the Black Market

Modi said the move would curb the "financing of terrorism through the proceeds of fake Indian currency notes and use of such funds for subversive activities such as espionage, smuggling of arms, drugs and other contraband into India."

It will also force those who have stashed away money earned on the black market economy to declare it as taxable capital. The World Bank estimates that India's black economy represented 23.2 percent of India's total economy in 2007.

No Cash for Operational Costs

India is very much a cash society, and the sudden drying up of money has left the casinos in disarray. Goa is one of the very few Indian states to have legalized land-based gaming and, with its 11 onshore and offshore casinos, it is the sole hub of casino gaming in the country.

"All our businesses have closed down," one offshore operator told the Indian Express. "We have no money (in cash) to pay people and vice versa."

Casino-goers are unwilling to accept 500 and 1,000 rupee bills as payment, and the gaming operators are running out of lower denomination bills to reward winners. And while electronic payments are permitted, they are also problematic.

"Say a person swipes debit/credit card for Rs. 10,000 and loses Rs. 2000," said another operator. "If he demands back Rs. 8000, we don't have such cash. It discourages the patrons to play further.

"The entire exercise is based on the presumption that all cash is 'black money' and all online transactions are 'white money.' This is untrue. We have 'explained-money' in the books for trading on day-to-day basis to run the business, but I am unable to do so."

Impact on Las Vegas

The sudden dry up is likely to have an unpleasant effect far, far away: on Las Vegas. It was back in February that the Nevada Commission on Tourism declared a serious marketing push towards what it said were some 450 million potential visitors to Sin City from India.

Comment: It was looking like such an attractive market, in fact, that Nevada even set up a trade office in New Delhi, and signed a deal with a tourism marketing firm to foist the wonders of Las Vegas onto potential Indian travellers. That investment must be looking all for naught right now, and the tourism commission's Deputy Director Larry Friedman's quote last year that "there's no reason to believe we won't be able to achieve double-digit percentage growth in the next few years, particularly in the state's rural areas" now sounds as hollow as much of this past year's political rhetoric on both sides of the aisle.

10 Things to Do at the National Cowboy Poetry Gathering

This festival deserves a spot in your 2018 travel calendar

By Lydia Schrandt
Editor

When a small group of cowboy poets and folklorists gathered to swap stories in 1985 little did they know that they'd be launching one of America's most authentic festivals, and an annual pilgrimage for Western enthusiasts from across North America

2017 marked the 33rd year of the National Cowboy Poetry Gathering in the town of Elko, just north of the jagged Ruby Mountains in the heart of Northern Nevada's cowboy country. This celebration of the American West, hosted by Elko's own Western Folklife Center, features a whole lot more than poetry (though there's plenty of that)

Live performances, open mic sessions, workshops and craft demos, film screenings panel discussions and evening dances number among the events that populate the six-day festival calendar. And there's plenty to do between festival events as well

1. Ponder cowboy poetry

The roots of the cowboy poet date back to the trail-driving days of the Civil War, when long-distance cattle drives between Texas and Kansas were common. Cowboys who found themselves with extra time on their hands blended their real life experiences and converted them into poems, often influenced by Victorian poetry, as well as the ballad traditions of the British Isles. A new art form was born.

Poetry lies at the heart of the NCPG, and some of its biggest names and rising stars, including the likes of Waddie Mitchell, Henry Real Bird and Paul Zarzyski, converge in Elko each winter to recite their work. No ranching experience is needed to appreciate these poems, though you'll certainly walk away with a newfound appreciation for the culture and lifestyle of the modern day cowboy.

2. Listen to classic cowboy tunes

Dom Flemons & Sourdough Slim — Photo courtesy of Lydia Schrandt

Cowboy poetry and music go hand in hand; in fact, many a popular cowboy tune has its roots in a poem, including the unofficial anthem of the West, "Home on the Range," which was adapted into a song from a poem entitled "My Western Home" by Dr. Brewster M. Higley.

After that first gathering in 1985, music quickly found its place at the festival, and the musicians who perform in Elko put the Western back in country. Legends like Ramblin' Jack Elliott, Don Edwards and Ian Tyson take the stage alongside up-and-comers, including Luke Bell, Andy Hedges and Corb Lund.

The music scene here is more diverse than you might think – Celtic tunes from the British Isles (Cowboy Celtic), old-time folk music heavily influenced by the blues (Dom Flemons), Western swing (Doug Moreland & the Flying Armadillos) and even cowboy Vaudeville (Sourdough Slim).

Here's a sampling of some of the musicians and songs you might hear while at the festival:

3. Take the stage

Photo courtesy of Sydney Martinez/TravelNevada

Creative inspiration lies within every ballroom and performance space during the NCPG, and if you're feeling a bit poetic yourself, you too can step up to the mic to share your literary or musical talents at a series of open mic events for both poetry and music. There's also a Young Buckaroo Open Mic and Talent Show for students, as well as a Teen Poetry & Music Slam.

10BEST

Twang You Very Much: 10 Great Country Music Venues

4. Learn a new skill

Learning to play rhythm bones — Photo courtesy of Lydia Schrandt

Live demos and hands-on workshops represent some of the most popular sessions during the festival, often selling out well in advance. Participants can learn to braid rawhide, hitch horsehair, cook on a spit, play the bones or dance the two-step. Aspiring cowboy poets and musicians can learn from the masters, with classes on songwriting,

guitar playing and even digital storytelling for the modern age.

5. Attend a late-night jam session

With so many talented musicians from around the world gathered in one place for a week, it's no surprise that the gathering often yields some serious jam sessions. Hang around the Pioneer Saloon or Stockmen's Casino after hours, and you'll more than likely be treated to a night cap-fueled impromptu performance. Musically talented? Grab your instrument of choice and join in!

6. Step back in time to the Old West

The traditional Western way of life remains alive and well in Elko, and visitors have ample opportunity to learn all about it between festival events. The Northeastern Nevada Museum displays an eclectic collection of art and artifacts showcasing the pioneer life, the region's Basque settlers and the Pony Express (as well as an incredible collection of taxidermy animals).

California Trail Interpretive Center — Photo courtesy of Lydia Schrandt

Visit the California Trail Interpretive Center to experience what life was like in a wagon train, or check out some historic cowboy gear (and old photos of Elko) at the brand new Cowboy Arts and Gear Museum.

7. Buy some new Western threads

Photo courtesy of Lydia Schrandt

If you're in town for the gathering, you might as well dress the part. Both performers and many repeat gathering attendees dress to the nines in Western wear – boots, hats, neck

rags, vests and accessories. If your closet is lacking in appropriate attire, don't worry, Elko has you covered.

Everything from custom cowboy hats and hand-crafted belt buckles to silk scarves and womenswear are on sale at the gathering's Western Mercantile. Serious shoppers should make a stop at J.M. Capriola Co., a century-old saddle shop that also sells cookware, clothing, jewelry, leather accessories and all the accoutrements of the modern cowboy.

8. Tour a working cattle ranch

Many of the performers at the NCPG are real cowboys and ranchers themselves, and while you'll gain invaluable insight into this unique American lifestyle through their poetry and music, it's even better to witness it firsthand with a visit to a real cattle ranch. Luckily, you don't need any cowboy connections to plan such a visit. Cowboy John, a native Nevadan, takes visitors to local ranches, including the Glaser Land & Livestock ranch in nearby Halleck.

Photo courtesy of Lydia Schrandt

Chat with the working cowboys, watch the dogs round up the cattle, step inside a century-old tack shed, visit a calf birthing shed and learn about modern ranching inside the ranch mechanical shop.

The Best Brisket Sandwich in Texas is the Last of a Dying Breed

9. Immerse yourself in Basque culture with dinner at The Star

The first Basque immigrants came to Northern Nevada during the Gold Rush of the mid-1800s, bringing with them their traditions of sheepherding and hearty food. Ask any festival veteran, and they'll tell you no NCPG experience is complete without dinner at The Star. This Basque hotel and restaurant opened in 1910 as a home away from home for Basque herders during the winter months.

Today, a dinner bell still sounds nightly, and meals are still served family-style. Generous portions of lamb, steak, pork tenderloin or mountain trout are served alongside soup, salad, Basque beans, spaghetti, vegetables and some of the best french fries in town.

A favorite Basque American highball cocktail, called Picon Punch, is a potent way to wash it down. This libation is made from Amaro, soda water, grenadine, brandy and a squeeze of lemon.

10. Dance the night away

The final two days of the gathering end with three opportunities to hit the dance floor. Set to live tunes by one of the gathering's performers, these dances – one on Friday and two on Saturday – are a perfect opportunity to practice the waltz, two-step or swing learned earlier in the week.

LIFESTYLE

Nevada's Elko County is a Hidden Gem of the Southwest You Should Explore

BY BOBBIE JEAN SAWYER | 1 DAY

Lamoille Canyon

Away from the glitz and noise of Las Vegas there's a very different Nevada. In the northern half of the Silver State, in the shadow of the Ruby Mountains, you'll find the heart of Cowboy Country. Sure, the neon still burns here. Flashing lights advertise all night diners, casinos and, yes, a small red light district, with brothel names like Mona's Ranch. But after a stroll through Stockmen's Hotel and Casino in Elko, where curly mustached-men in 10-gallon Stetsons play high stakes card games, you might feel like you've stumbled onto the set of *Deadwood* or *Westworld*. Just don't call it the Old West. In Cowboy Country, the west is as alive — and as young — as it ever was.

RECOMMENDED FOR YOU

THIS 'SO GOD MADE A FARMER' SUPER BOWL COMMERCIAL BROUGHT AMERICA TO A SILENCE

790-POUND 'BOARZILLA' HOG CAPTURED BY TEXAS HUNTERS

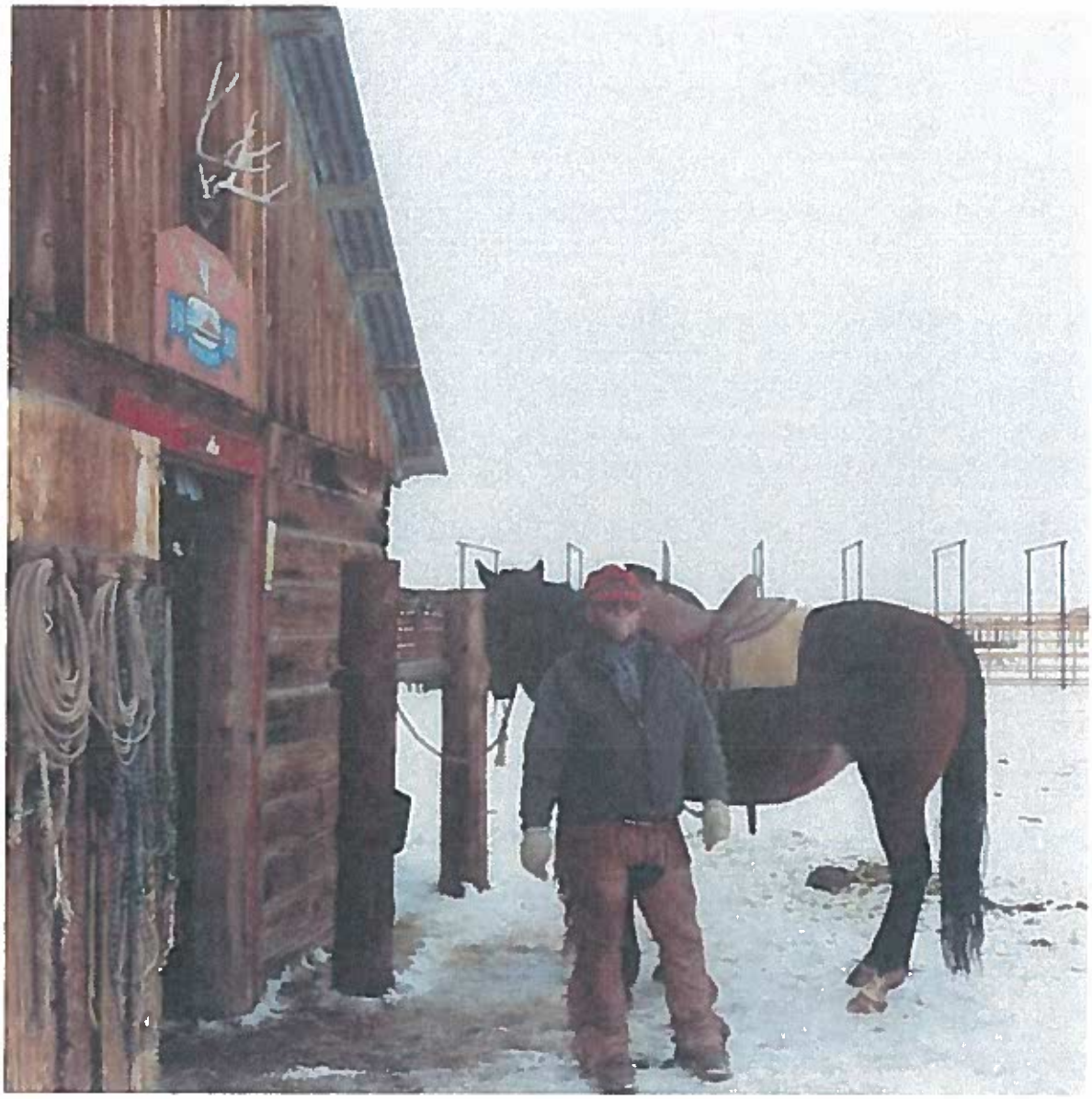
AUSTIN WAS JUST RANKED THE BEST PLACE TO LIVE IN AMERICA, AGAIN

Give Me Land, Lots of Land

There's a reason "Don't Fence Me In" is the theme of Nevada's latest travel ads. The state's sprawling, wide open spaces are practically begging for you to explore them, whether by horse or horsepower. And if you're looking for a bit of peace and quiet, you should know Nevada has more ghost towns than populated towns. From Elko, home of the annual National Cowboy Poetry Gathering, it's a two-hour drive northeast to Jarbidge, an isolated historic mining town dotted with towering rock formations known as hoodoos. Today visitors can explore the old Jarbidge jail and abandoned brothels and wander the Jarbidge Wilderness.

Northern Nevada's expansive land is also home to several cattle ranches. Among the most impressive is the Glaser Ranch, a five generation, family-owned working cattle ranch in Elko County. Located at the foot of Nevada's Ruby Mountains, the Glaser Ranch is a stunning scenic beauty.

Cowdogs help round up the herd at Glaser Ranch, established in the 1950s



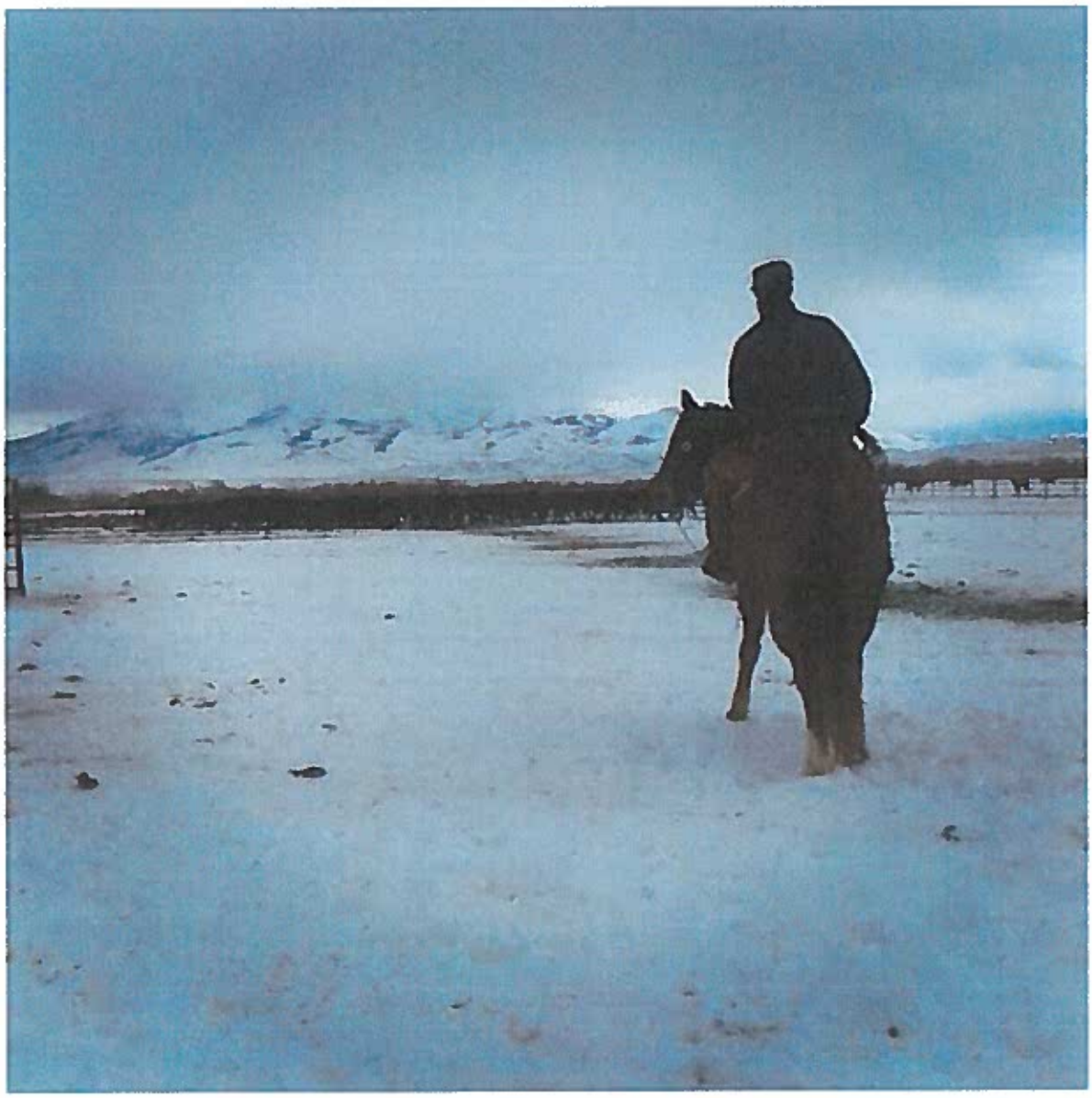
Shane Ritchie, the Cowboss at Glaser Ranch

Glaser Ranch Cowboss, Shane Ritchie, has worked at the ranch for 17 years. When asked what brought him to the ranch Ritchie simply responds, "Cowboying. It's all I've ever done."

Nevada's Elko County is a Hidden Gem of the Southwest You Should Explore

Glaser Ranch Cowboss, Shane Ritchie, has worked at the ranch for 17 years. When asked

What brought him to the ranch Ritchie simply responds, "Cowboying. It's all I've ever done.



The Glaser Ranch ranch hand, Mike, keeps watch over the herd

Underneath the Western Skies

The J.M. Capriola Co., located in downtown Elko, is the premier destination for Northern Nevada's ranching needs. Established in 1929, the store carries on the tradition of G.S. Garcia, a maker of Western gear who came to Elko in 1893. Garcia soon developed a worldwide following of cowboys and ranchers who clamored for his exquisitely made bits, spurs and saddles.

Today, J.M. Capriola saddles are handmade by a small staff of master craftsmen, such as Armando Delgado.

Armando Delgado handcrafts a J.M. Capriola saddle

For a closer look inside the J.M. Capriola Co.'s craftsmanship, watch the video below.

Upstairs, the J.M. Capriola Co. doubles as a saddle shop and museum, displaying relics of rodeos past.

A 1953 lineup of Champion Cowboys, including famed rodeo rider Casey Tibbs

Located next door to the J.M. Capriola Co., the newly opened Western Arts and Gear Museum honors the lives of iconic Westerners, such as G.S. Garcia and trick rider and Cowgirl Hall of Famer Mabel Strickland.

From there, take a trip over to the Western Folklife Center to view some Western art, have a drink at the Pioneer Bar or see a show at the G Three Bar Theater.

Basque in the Glory of Cowboy Country Cuisine

After a day spent exploring ghost towns and ranches and buying all the Western gear your wagon can carry, you're bound to work up an appetite. And no trip to Elko County is complete without a stop at The Star Hotel, a Basque restaurant and bar.

The Basque people immigrated to Northern Nevada from a small region of land between France and Spain in the mid-1800s. Primarily sheepherders, Basque folk became known in the region for their hearty cooking. Basque cuisine is beloved among Nevadans, and The Star is no exception.

Meals at The Star are served family-style and with enough grub to feed an entire team of ranch hands. Along with your entree of choice, every meal comes with soup, spaghetti, french fries, beans and a bottle of table wine.

The portions are plentiful at the Star Hotel. Photo: Facebook/elkostarhotel

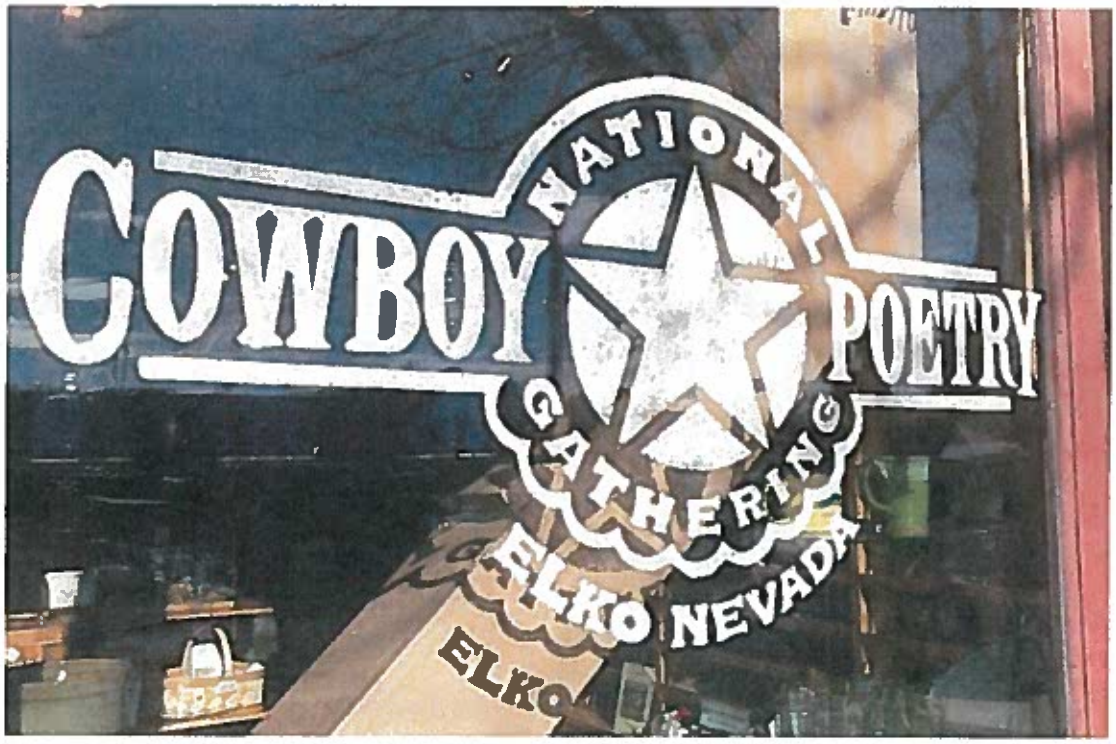
If you're feeling adventurous after dinner, order the Picon Punch from the bar. Known as the Basque Cocktail, the Picon Punch is made with Torani Amer liqueur, soda water, grenadine and brandy. But beware: these drinks are strong enough to knock down even the toughest cowboy or cowgirl in the West.

Roy Rogers was on to something when he sang about riding "through the wide open country

Roy Rogers was on to something when he sang about riding "through the wide open country that I love." Whether you're an urban cowboy or a classic buckaroo, once you're in Cowboy Country you'll be jumping fences in no time.

A National Gathering In Rural Nevada: Ho Does Elko Do It?

By NOAH GLICK • 1 Feb 2017



For many cities, an influx of a few thousand people for an event might not be a big deal. But for Elko, it can take a lot of planning for something like the National Cowboy Poetry Gathering, which wrapped up this weekend.

Reno Public Radio's Noah Glick looks into the logistics of putting together a large-scale national event in rural Nevada.

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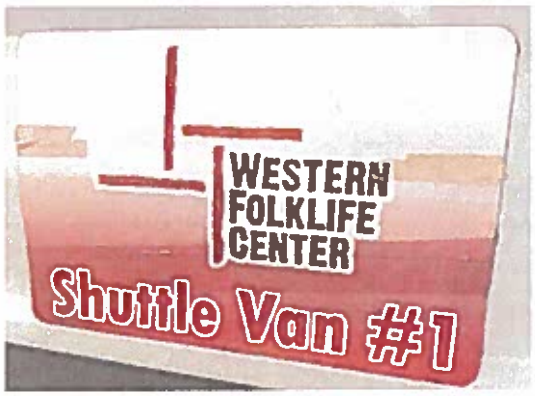
"I'll give you the thumbs up from back there to start," says Devon Blunden, who spent much of last week helping performers get ready for their shows—by making sure audio and visuals worked seamlessly.

"So everything we just did was a second test, but you never know if some ghost is going to sneak into the machine and run amok," he says.

This is Blunden's eighth year doing technical support at the Gathering and he also does marketing for Travel Nevada, the state's tourism agency. He represents just one cog in an intricate planning and operations machine.



Parking is a premium at the National Cowboy Poetry Gathering, so shuttle vans take visitors back and forth between the main venue at the Elko Convention Center and the Western Folklife Center in downtown.

"It's a festival that takes place in multiple venues, and so all that set up is crucial," he says. "It can feel kind of crazy, it can feel pretty hectic, but by this point in the week, the thing kind of starts to run itself."

The National Cowboy Poetry Gathering has evolved over its 33 years, and now includes a wide range of musical acts, panel discussions, workshops, films and dancing. This year, approximately 5,000 people attended, which represents nearly 25 percent of Elko's population.

The event is put on by the Western Folklife Center in downtown Elko, but the main venue is the Convention Center across town.

Don Newman is the executive director for the Elko Convention and Visitors Authority.

"For us we probably begin initial planning probably six months out," he says.

Because of the event's wide reach, Newman says one of the biggest priorities is making sure visitors can easily move between venues—or have more options at each one.

"Last year was the first year we opened our new conference center and that gave them the ability to consolidate some of their peripheral events under one roof at

the convention center."

Newman says the convention center now has more space for amenities. A mercantile marketplace allows silversmiths and leatherworkers to sell necklaces or hides. And local food vendors, including a Basque deli and a farm-to-table food truck, offer visitors a chance to grab a bite between sessions.

Visitors browse crafts and wares in the Mercantile Marketplace, located in the newly-opened Elko Conference Center

Elko Mayor Chris Johnson says the new addition could be just the first of many.

"The convention center was built in the 70s and it has paid off immensely to be able to have different events here," he says, "and I think we could probably look at another expansion."

But that's just one venue. For the Western Folklife Center, which organizes and hosts the event...

"The Gathering is a year-round cycle of work for us," says Gathering Manager Katie Aiken.

She says the Western Folklife Center begins taking applications and listening to submissions in March. Then there's coming up with the year's theme, finding the right mix of talent, and making sure there's chemistry among performers.

"I have a really large corkboard wall with post-it notes, and we do sort of a mix-and-match process and just see how things feel to us," she says, "try to match people together who might have some good energy on stage."

Cowboy Classics Old and New brought together veterans

Aiken says she interviews performers and tries to pair people on stage based on a variety of things, like mixing old-timers with newcomers, but she says artists often do that amongst themselves.

Ramblin' Jack Elliott and Don Edwards alongside up and coming musician Andy Hedges.

And even though she's involved in most of the planning, she won't take credit for it.

"Well the great thing about the Gathering is it really is an Elko-wide event. The whole community sort of turns out for this and really contributes to it. We have almost 400 volunteers every year, some of whom are from out of town, but many of whom are local."

A lot could go wrong during the week-long festival, but even if it does, AV guy Devon Blunden says most of the cowboys are pretty understanding.

"With TED talks, I feel like a malfunction there would be judged a little more harshly than it would here in Elko," he jokes.

The Gathering wrapped up Saturday night—with no major glitches.