



# **NEVADA COMMISSION ON TOURISM**

**Wednesday, December 14, 2016  
1:00 P.M.**

## **MEETING LOCATION:**

**Phone Conference Only**

**Also at**

**401 N. Carson Street  
Carson City, NV 89701**

**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\*  
Jennifer Cunningham\*  
Herb Santos\*  
Mike Vaswani\*  
Dallas Haun\*  
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:**

Teleconference Only &  
NCOT –Laxalt Building  
401 N. Carson St  
Carson City, NV 89701

**VIDEO CONFERENCE LOCATION:**

None

**TELECONFERENCE NUMBER:**

**888-363-4735; Access Code: 4878739**

**MEETING DATE:**

**Wednesday, December 14, 2016 – 1:00 PM**

## 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](http://www.TravelNevada.biz) and [www.notice.nv.gov](http://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 September 21, 2016 Commission Meeting Minutes
- B. Approval of the October 11, 2016 Commission Meeting Minutes

## IV. For Possible Action – Additional Funding for 7 Magic Mountains Art Installation

- A. Nevada Museum of Art is requesting approval of additional sponsorship funding in the amount of \$150,000.

## V. For Possible Action – FY17 2<sup>nd</sup> Cycle Rural Marketing Grant Recommended Allocation

- A. Review and Approval of the FY17 2<sup>nd</sup> Cycle Rural Marketing Grant Applications

*Grant funds are intended exclusively to develop, promote and improve tourism to and within the State of Nevada. They may be used for no other purpose, and must be obligated and/or expended for invoices due in the same fiscal year as awarded. Grant funds will be used by the Division of Tourism on behalf of a grantee or distributed to political subdivisions of the state, to fair and recreation boards, and to local or regional organizations, which promote travel and tourism. For the complete grant guidelines, please visit [TravelNevada.biz](http://TravelNevada.biz).*

## VI. For Discussion - Reports

- A. Chair's Report
- B. Administration
  - a. Financial Overview – Recap of the FY17 budget to date
  - b. Recap of the 2016 Governor's Global Tourism Summit – Review of the conference with attendee feedback and general stats.

- c. Las Vegas office space update – The new office location for the Division of Tourism Las Vegas sales team, the southern Nevada IT Technician and the Las Vegas office of the Nevada Arts Council has opened at the corner of Flamingo/Eastern. Update on the office move/agency integration logistics.
- C. Public Relations
  - a. Nevada Broadcasters Association PSA Program – Recap of the program components and results to date.
  - b. Public Affairs/Legislative Outreach – The Division is working with the Abbi Agency to craft outreach to legislators. Information item provides an update on those efforts and the plans for ongoing communication before and during the legislative session.
- D. Marketing
  - a. Fall/Winter Campaign Performance to Date – Snapshot of the preliminary results of the current marketing campaign.

## **VII. For Possible Action - Upcoming Meetings**

- A. Schedule of Suggested 2017 Meeting Dates

## **VIII. Commissioner Comments**

## **IX. 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.

## **X. 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](mailto: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](http://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](mailto:ddykes@travelnevada.com).

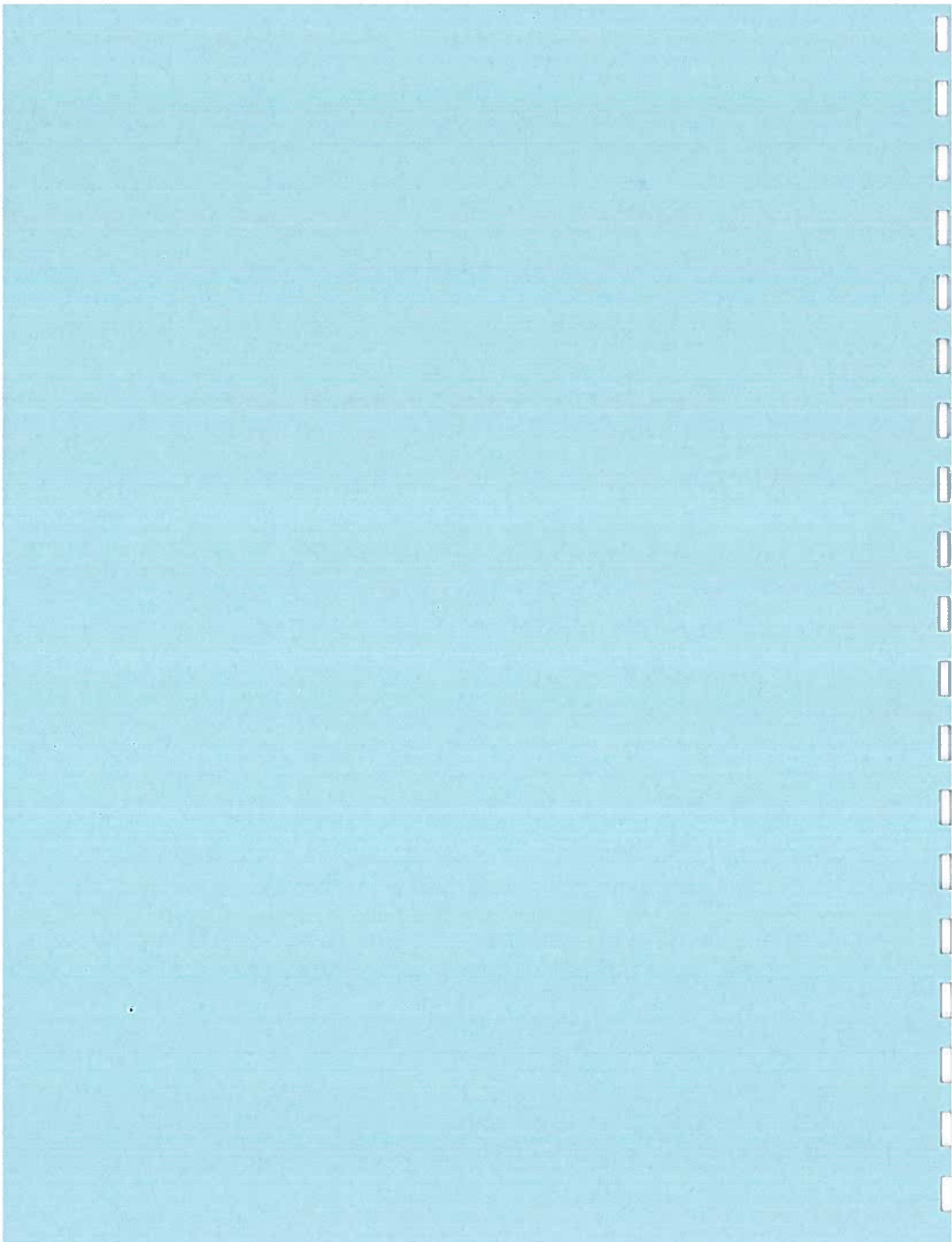


September 21, 2016  
Commission Meeting

Draft Minutes  
For Approval

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**MINUTES of the NEVADA COMMISSION ON TOURISM**  
**September 21, 2016**

The Nevada Commission on Tourism held a Commission meeting at 1:00 p.m. on September 21, 2016, at 401 N. Carson Street, Carson City, NV, by video at 555 W. Washington Ave. Las Vegas, NV and by phone conference.

**Call to Order**

Vice Chair Carano called the meeting to order at 1:01 p.m.

**Commissioners Present:**

Cindy Carano, Vice Chair

Ryan Sheltra

Jennifer Cunningham

Don Newman

Herb Santos, Jr.

John Wagnon

Julia Arger

Bob Stoldal

**Commissioners who are absent/excused:**

Lieutenant Governor Mark A. Hutchison, Chair

Richard Arnold

Bob Morse

Rossi Ralenkotter

Dallas Haun

Mike Vaswani

**Staff present:**

Claudia Vecchio, Director

Larry Friedman, Deputy Director

**Roll Call and Determination of Quorum**

CARANO: I'd like to call to order the Nevada Commission on Tourism Meeting for September 21, 2016. With that, we'd like to have a roll call. Lieutenant Governor Hutchison is not available to attend today. Bob Morse, unable, excused absence. Jennifer Cunningham?

CUNNINGHAM: Present.

CARANO: Cindy Carano, present. Dallas Haun? Unable to attend. Don Newman?

NEWMAN: On the phone.

CARANO: On the phone. Rossi Ralenkotter is unable to attend. Herb Santos?

SANTOS: Present.

CARANO: In Carson City. Ryan Sheltra?

SHELTRA: On the phone.

CARANO: On the phone. Mike Vaswani? Expecting him to be on the phone. And John Wagnon?

WAGNON: Here.

CARANO: Here, very good. I believe we have a quorum.

STOLDAL: Bob Stoldal, Las Vegas.

CARANO: Julia Arger? Richard Arnold? Bob Stoldal.

STOLDAL: Present.

CARANO: Very good, thank you very much. And you're on the phone Bob?

STOLDAL: Yes.

#### **Public Comment**

CARANO: Okay. Great. We'd like to open it up to public comment. Anybody on the phone for public comment? In Carson City? I don't see anyone in Las Vegas. Okay, seeing none. Approval of the minutes.

#### **Approval of Minutes**

CARANO: Do I have any additions or questions on the minutes of June 29<sup>th</sup>?

WAGNON: Move to approve the minutes of June 29<sup>th</sup>.

CARANO: Call for a second?

NEWMAN: Don Newman, I'll second.

CARANO: All those in favor?

GROUP: Ayes around.

CARANO: Any opposed? Minutes approved. Okay.

### Reports

CARANO: It's my turn as Vice-Chair to report. As I was telling Claudia, this is short and sweet because that's always in fashion.

We all read Claudia's report for the Top 10. I thought a couple of things stood out. One of the things that I spoke with Lieutenant Governor Hutchison about when he first asked if I would be his Vice-Chair, was how to engage the Commissioners further in the process and be more involved in assisting tourism for the State of Nevada. John Wagnon and I had an opportunity to testify in the Interim Finance Committee to help share what tourism does for the State of Nevada. We got almost everything that we wanted, to release our hard-earned tax dollars back into our marketing budget. I thought that was very interesting for us. We have some key messages that were handed out to all of the Commissioners. I encourage all to spread the good word throughout Nevada, as to what tourism does for the entire state's economy, not just for the owners of the casinos and hotels. I think that was a very positive thing.

Northern Nevada is in the midst of our special events season and as you can tell, it's the first day of fall. We go by the calendar, we have four seasons. It's kind of blustery out there today. We finished with a fantastic Burning Man and its awesome. I'm looking forward to seeing NCOT's pictures. The photography opportunities out there are amazing. I've never gone, but one of these years... The good news about the Air Races is having more coverage on NBC Sports. What a tremendous opportunity for all of Nevada to get this coverage throughout the world. Those are world-wide media opportunities. That being said, that's my Chair report. Off to Item No. 4B, Administration.

ARGER: Sorry to interrupt, this is Julia Arger joining the call.

CARANO: Great Julia, thank you. This is Cindy, I'm chairing today.

ARGER: Thank you Cindy.

CARANO: Off to FY '17 Budget/YTD Financials.

VECCHIO: Thank you Commissioner Carano. This is Claudia Vecchio. I'll introduce David Peterson our Chief Financial and Operations Officer who will go through the budget. Obviously we are in FY '18-'19 budgeting mode at present. We use these numbers that are actuals in the authority as a baseline for how we plan to move forward into the upcoming year. That will all happen in the legislative session. At this point, we're still very much in '18-'19 development mode. We wanted to give you a good snapshot of where we are with our particular budget categories to date. David, if you could come up and provide an overview. This isn't extreme detail by any stretch of the imagination, but it does provide an overview of where we are per category. Thank you David.

PETERSON: Good afternoon Vice-Chair Carano, fellow Commissioners. For the record, David Peterson, Chief Operations and Finance Officer. In your packet you will find two reports that I'm going to be walking you through. They are right after the green tab that's labeled Reports in your Commissioner packet.

The first sheet is a budget summary of the current biennium. We are in FY '17 right now, the second year of the current biennium. I'd like to start with FY '16. I'm not going to go through every category line by line, I just will hit the highlights and then if you have questions, feel free to ask me.

As you can see, we ended the year just under \$22.6M. In terms of the lodging tax revenue, that was a 10.3% increase over FY '15. We had just under \$37,000 in registration fees, those come through the Global Tourism Summit, as well as Rural Round-Up.

In looking at the expenditure side, I want to highlight a couple of the categories and I asterisked them, Category 31 and Category 40. Category 31 is our marketing and advertising and Category 40 is the Rural Grant Program. Obviously you can see those are the largest categories that we have. Those were the two categories that were impacted by the April IFC, where we added some additional funds for television and some other projects into Category 31. We added an additional \$250,000 to the Projects Relating to Tourism Marketing Grant Program.

A couple of quick highlights of those particular categories. You can see everything highlighted in pink, those are the different transfers that come out of our budget account to fund the other sister agencies within the Department of Tourism and Cultural Affairs. Based on the final revenues and expenditures, in FY '16, we

balanced for just under \$5.5M. You see that as the second RGL Line 2512. That was our balance forward. Our reserves at the end of FY '16, again, just under \$5.5M. That becomes our starting reserve number for FY '17. That's the first row that you see in terms of FY '17 authority.

In terms of FY '17—unless there are questions on '16?

CARANO: No.

PETERSON: Okay. So, FY '17, what you see in front of you, this is the authority as it stands right now today. It's based on a couple of different things and I'll talk through how these numbers are where they are. Based on the last legislative session, revenue was set at \$21.244M for FY '17. You can see I have parenthesis, as of our budget submission, we're projecting about \$23.75M in lodging tax for FY '17.

What will happen as we get through the year and we start to get actuals coming in, at the end of the FY '17, so next summer, we will do a work program that will true up that revenue. Today on paper, it sits with the legislative approved amount which is the \$21.244M. I just want to clarify, that's what was set during session but right now we're projecting about \$23.75M for FY '17.

In terms of expenditure amounts, these all reflect what were legislatively approved in the 2015 session. The exceptions being the transfers to the Division of Museums and History, the Nevada Arts Council and the Indian Commission. Those are in the specific categories: 61, 62, 63, 64, 65, 66 and 68. Those numbers reflect the dollars that were approved at the August IFC, that Vice-Chair Carano mentioned, as transfers to our sister agencies. That's why you'll see significantly larger numbers in those particular categories in FY '17.

On paper, right now, we're showing a reserve ending balance next June of just under \$3.8M but keep in mind, we expect to see roughly another \$2.3M of lodging tax revenue come in over this legislatively approved number of \$21.2M. I think we'll be around \$6.1M, \$6.2M, in terms of our year ending cash balance or our reserve balance at the end of this current fiscal year. That would be with the assumption that all of our expenditure categories, that we spend every dollar. That's not always necessarily the case. Personnel, sometimes we come in a little bit lower than the actual legislative authority. Any category that we under spend, those dollars also balance forward and they go into our reserve balance.

If there are any questions about 16 or 17, I'm happy to answer those before I move on to the international office budget for this fiscal year.

**SANTOS:** For the record, Herb Santos, Jr. For the reserves, is there any type of statutory mandate that there has to be any specific amount of reserves each year or can it be zero?

**PETERSON:** For the record, David Peterson. What we are trying to keep is a 60-day reserve, at the end of any given fiscal year or at least at the end of the biennium. We're there right now. It's not set in stone, per se, in statute, but that is an agreement with have with the Budget Office is for us to maintain a 60-day reserve. It helps us cross over and bridge the fiscal years to make payments. Because lodging tax revenues are on a two month lag in terms of when they're collected versus being remitted. That helps us to bridge each fiscal year into the next. 60-days is what we're aiming for.

**SANTOS:** And, what would a 60-day reserve be?

**PETERSON:** For the record, David Peterson. It's in the mid to upper \$3.5M, \$3.8M range. It fluctuates of course, depending on—there's a couple of different reserve calculations. I should back-up. There's one reserve calculation that takes in to consideration our operating budget without the transfers. Then there's another calculation that's also used, that includes the transfers. When we're looking at the 60-day reserve, we look at that in terms of our operating budget, excluding the transfer. Yes, I think Claudia is right, it's somewhere between \$3.5M and \$3.8M to get us to 60 days.

**CARANO:** Any other questions?

**CUNNINGHAM:** For the record, Commissioner Cunningham. I'm curious, I see that you have \$50,000 for Nevada Magazine in prior fiscal year. It's zero for '17-'18. Where is that funding going to come from?

**PETERSON:** For the record, David Peterson. The \$50,000 transfer that you see in FY '16, that was approved by the Legislature. Our original request and what was moved forward as Gov Rec during the last session was, to transfer \$50,000 in each fiscal year, '16 and '17 to assist Nevada Magazine with doing some direct marketing mail-outs to try to increase their subscriptions to the magazine. Unfortunately, during the legislative phase, the money was only approved in FY '16. That's why you see a zero in FY '17. It was removed during the legislative phase of the budget process.

**WAGNON:** John Wagon. Just a question. This could be that I'm not necessarily reading it right. The increase projected from 2016 to 2017, that is 100% balance forward from previous year's \$5.5M. When you look at the expenditures, the marketing and advertising, is projected to drop by \$800,000, rural grants by another \$250,000.

Then when you look at the Museum and Historical Society, Arts Council, that block from Line 60 to 68, it's a \$1.6M increase. What's the explanation for the balance carry forward and the reduction in marketing expense and the significant increase in the expense going to the Museums and Art Council?

PETERSON: For the record, David Peterson. When you look at Category 31 and Category 40, when we went to IFC in April, we received an additional \$1.2M, \$250,000 of that went into Category 40. It was \$900,000 and change went into Category 31. The original legislative authority, those amounts were less, but that work program that we went to IFC for the approval, increased the amounts then that we could spend in those two categories. Excuse me, for just for FY '16. Yes, so the amounts that are in FY '17, are based on what were legislatively approved during the FY '15. When we went to IFC in August, the work program was specifically for FY '17. So all of those dollars are a part of column 2 which is FY '17. That's why you see the increase in what you're talking about, the block from 61 to 68, because those dollars are being spent this fiscal year. They were approved as FY '17 one time expenditures across the board.

CARANO: Just to clarify, we could go to the legislature this year or in April of next year, will there be there another IFC and then increase our marketing budget for another one time because we'll have more funds through '17?

PETERSON: For the record, David Peterson. You're absolutely correct. Typically the IFC's are every other month. But yes, we could go to an Interim Finance Committee Meeting next spring and do the same thing. We could make a request to utilize existing lodging tax or reserves I should say, technically speaking we're pulling from reserves. But yes, knowing that we're anticipating lodging tax revenues to come in higher, we could put together a work program for ourselves, to add the additional funds to do additional advertising in market or international efforts. Yes, that's correct.

CARANO: Any other questions? Thank you David, very good.

PETERSON: For the record, David Peterson. The second sheet that's in your packet, is after the budget summary. This was included in reference to Vice-Chair Carano's previous request to see the breakdown of the FY '17 International Office Representation Budgets. What I've done is to lay out two categories right now. The sales and the PR costs come from Category 31. That's our large category for marketing and advertising. The annual service fees come out of Category 43. This provides a layout so you can see how the dollars are allocated internally between sales and PR by country and then what the annual service fee amounts are. Unless you want me to, I won't read through each line item.



CARANO: Okay, thank you. Any questions? On the phone? Okay. Thank you very much David. Now we're going to the Staffing Update.

VECCHIO: Claudia Vecchio for the record. I just wanted to introduce our new staff folks. I'm thrilled to welcome them to this team. I think we really have put together a wonderful team for Nevada tourism and these folks are certainly adding to the passion and intelligence of our ability to keep moving higher, faster, stronger and better.

Let me introduce Devon Blunden. Devon just started on Monday and he's our Marketing Specialist. He'll be working on Brenda's team. I don't think you've met Brenda yet in her new role. He will be working on our event sponsorship program and will be the key contact for that, as well as for TravelNevada.biz. He'll also be working on the cooperating marketing program in conjunction with Madden Media and a variety of different programs. He brings a great skill set to us and we're thrilled to have him here.

Brenda Nebesky is our new Chief Marketing Officer. She's been in that position for a couple of months. Boy, she's just set the world on fire in the marketing team and we're thrilled to have her in her new role. If you recall, she was Art Director before and she has moved into this new position and is really doing great things.

Mary Hummel is on Larry's team. She's an Administrative Superstar. She is assisting Larry and his team with all the travel they do. She's really taken that on and she's still smiling. She keeps coming back to work, so we're thrilled about that. Who else have I not introduced?

All right, so that's it. I just wanted to introduce you to our new staffers. Janet's going to introduce her new editor when we get to that point. We're thrilled to have all these folks here. Are there any questions on the staffing update?

We also have a new Systems Administrator, Ron Webster. He's not here this afternoon. He will be hiring two new IT people on his team so we continue to grow with our IT expertise.

Once again, I hope that you find that these are tremendous new members to an increasingly proficient team.

CARANO: Great, welcome everybody to the Commission on Tourism and TravelNevada. Look forward to getting to know you. I see you're from Elko, right? With the BOLO tie. Welcome. Looking forward to it and good luck taking care of Larry's team.

VECCHIO: Then just a quick update on the Governor's Global Tourism Summit. It will be here before we all know it, October 9-11. You have a preliminary draft agenda in your packets and I have a couple of highlights. Governor Sandoval will speak to us at 3:00 on the 11<sup>th</sup>, so we'll all want to be part of that. He'll do a State of Industry as well as a welcome to the conference.

Richard Cutting-Miller who is with Resonance Consultancy will be talking about Global Tourism Trends. His session is a really good foundation and will set a nice tone for the whole meeting. He will engage the audience in determining what trends are most important to Nevada. We'll have some good insights when we get through with that session.

We're going to talk a lot about Chinese travel and celebrating the year of the US/China Tourism agreement between the Department of Commerce and Chinese National Tourism Administration. We'll have a dinner that will be attended by a member of the US Department of Commerce. We'll have Chinese entertainment and all sorts of fun things for that night. We'll also hear about the Millennial Chinese traveler. The Chinese traveler is evolving incredibly quickly and the millennials in China are an interesting group for us to look at. We look at many generational nuances of domestic travelers and now we'll look at the burgeoning Chinese visitor.

The next day we'll start out with a State of the International Traveler and how the international travelers see Nevada, again setting a foundation for the day. Dave Bratton of Destination Analysts, whom we work with on many occasions, will talk about how Nevada is perceived in the world.

Then we'll do a general session which I think will be really interesting. It's going to evolve around the social and the political and economic issues that impact the US brand abroad and also inbound travel to the US, especially of course to Nevada. We'll have Jonathan Grella who is with US Travel Association, Mike Fullerton from Brand USA and Elina Xiang who is with East West Marketing. She'll be joining us from Beijing to talk about how the US is perceived in China. I think we have some interesting potential impacts based on a number of things going on in the world; both economically, politically and some social issues as well. They'll address those and give us a good overview of what's going on in the world.

Then, the rest of the morning is spent doing what people come to this conference to do and that is the extraordinary one-on-one sessions with the international buyers and new for this year, the international media. Larry, Bethany and team have been working really hard to get a wonderful group of buyers and media here. We all

attend many conferences, IPW, a number of tradeshow and this exclusive opportunity for the Nevada's tourism industry is second to none. My hats off to Larry and his team and Bethany and her group for putting this together and providing the Nevada industry with these singular opportunities to meet with some of the best in the business from around the world.

We're baffled as to why everybody in Nevada doesn't come to this, but it really is an extraordinary opportunity. We're going to do something new this year and that is to have an opportunity for people to become Certified Culinary Tourism Professionals. Culinary is a wonderful thing for international travelers to gain a sense of place in food. There's nothing that brings the world together better than food. Erik Wolf's sessions will provide attendees a tremendous opportunity to dive into the breadth and depth of culinary tourism.

Jeff Saltz, who is a cultural anthropologist will be with us at lunch. Then we have great breakout sessions, including the International Sales and Marketing Overview that we've done in the past. Erik's sessions continue and then we're looking at a third session which I'm just nailing down. The session will be a China ready program to ensure that your destination is ready for the Chinese traveler. The number of Chinese travelers is up ten-fold year over year and they're looking for specific things. Most importantly, they're looking for destinations that connect from a signage and written materials standpoint, in other words, that these things are in Chinese and they welcome the China traveler. Frankly, they'll go where those things are. For us to not be providing that to them is a huge missed opportunity. We'll talk a little bit about being China ready.

That's the conference. We're still lagging a little bit in registrations, so we would encourage everyone to tell their friends and neighbors who are in the tourism industry about this conference. We have flyers that can be distributed to your databases if you are so inclined to do that. Any other ideas people have for how we get this word out, we're open to. We think it's a tremendous opportunity and we hope the industry does as well. That's the conference coming up.

One of the wonderful things happening with this particular conference are pre-conference fam trips. Larry and his team have been working with our partners across the state and I want him to share with you some of the extraordinary ways they've responded to these requests. Larry will provide an overview of that.

FRIEDMAN:

The other day I was reviewing the two fam trips that we are doing with Claudia and the amount of dollars that are being donated by our partners across the state showing their belief in the quality of the buyers that we're bringing.

We have approximately 60 buyers, domestic and international. All of the international buyers are required to participate in one of two fam trips. Being that we are the state, the two fam trips both start in Las Vegas, one is called "Historic Towns and Ghostly Haunts." It starts in Vegas and it will travel up Highway 95 to Reno. The other is called "Parks and Nature." It starts in Vegas and will come up on Highway 93, on the other side of the state, going to Great Basin National Park, Ely and then across the loneliest road, finishing at Lake Tahoe before coming to Reno.

We cut the participation off at 50 buyers. We have 30 on "Parks and Nature" and we have 20 on "Historic Towns and Ghostly Haunts." One of the things I wanted to share with you though is that, from our partners, we have over \$60,000 from our in-state partners in in-kind contributions, hosting these buyers. Some of the real generosity and big ticket items include 49 room nights being hosted by Bellagio. In addition to Bellagio, between the two fams, they are staying hosted at Treasure Island, the Golden Nugget, at two different properties in Henderson that were coordinated by Henderson, both at the Westin Lake Las Vegas and the Hilton Lake Las Vegas.

Also Papillion is hosting 32 seats on Grand Canyon Helicopter Tours. The group will start at Speed Las Vegas. Both fams start at Speed Las Vegas, a new attraction there. They are all being hosted. Dinner for both groups, for 50 tour buyers and tour operators, will be at the Tropicana and breakfast hosted by the Cosmopolitan the next day. One group is being hosted 32 room nights at the Hyatt Lake Tahoe for their last night.

It's not just urban Nevada that's participating. Beatty Cowboys, the cowboy group in Beatty is hosting the buyers of one of the fams to lunch. Ely is hosting a breakfast. Even the National Park Service is participating and is hosting 32 people to cave tours at Lehman Caves. The Wyndham, the Marriott and Gold Dust West are all hosting lodging and meals here in Carson City for one of the groups.

Then in addition to all of those people deserving credit for believing in the buyers that we are bringing, I do also want to mention the airlines that are participating. United Airlines from Australia is hosting the entire Australian delegation. Delta Airlines in South Korea has hosted the air, every year we've done this, from South Korea. Delta is hosting their air once again. Volaris in Mexico is hosting the air for the entire Mexican delegation and are sending their two top sales people from Guadalajara as well to participate. American Airlines is participating in the marketplace, as is Hainan Airlines from China. Hainan will be joining one of the fam trips as well.

If we take them up on hosted air with all of the donations from our in-state partners, it comes to approximately \$85,000, which is also our entire international fam budget for the year. We truly can only do this with all of our in-state partners believing in the quality of the people that we are bringing. Our thanks to all of them.

CARANO: Do we have comments from the Commissioners? Okay, thank you.

VECCHIO: Thank you Larry. That kind of wraps up the Item B-C. The Global Tourism Event update. If anybody has any questions, again and if you would like to help with distributing information about that, please let me know.

We can move on now to the marketing update. We're always thrilled when Fahlgren Mortine can be here to talk to all of us about what recommendations they have, in collaboration with the TravelNevada marketing team. Today we are talking through FY '17 which starts July 1<sup>st</sup>. We will go through June 30<sup>th</sup>. We have a full winter campaign. We have a spring/summer campaign and the always on, digital campaign that works within those "shoulder seasons" to continue getting the message out about Nevada tourism.

In your packets, you have the deck for this FY '17 Integrated Marketing Program. I will turn it over to Fahlgren Mortine. Marty McDonald and Carissa Richardson are here and then Brenda Nebesky from our marketing team, they'll all be part of this presentation to showcase what they have in mind for FY '17. Come on up.

NEBESKY: For the record Brenda Nebesky, Chief Marketing Officer. Good afternoon. Today we present the creative plan for the third evolution of the "Don't Fence Me In" Campaign. As you know, DFMI was inspired by the song, the wide-open, adventurous spirit that song invokes. The second campaign brought that spirit to life, through characters that embodied experiences only available in Nevada.

This new campaign will intensify the focus on real Nevadans whose stories define this unfenced-in place who represent the freedom to wander, to find adventure, to discover the unusual and the timeless. We'll build on the strengths of DFMI leading with character-driven stories that easily navigate the visitor to tools they need to experience Nevada themselves.

While the focus on stories remains at the core of our creative, our motivation is always the traveler, our partners and our commitment to our mission. With that little DFMI crash course, I'll turn it over to Marty McDonald who is the head of our Fahlgren Mortine team. Thank you.

MCDONALD: Marty McDonald for the record, good morning Vice-Chair and Commissioners. It's nice to be with you again. Thank you Brenda for the DFMI preamble. We'll go quickly through this. I know we could spend a long time going through the complexities of a marketing plan. We'll try to stay high level today. There is an item that's for possible action, so we'll give you as much detail as you'd like. We're happy to field questions.

What we plan to do is, give you high level overview of our Integrated Marketing Plan and direction. I have brought my colleague, as Claudia said, Clarissa Richardson is here with me to talk about specifically the media recommendation. We have two parts and we'll get started.

The first slide here that we put together, again, I won't belabor these, these are in your packet, but we wanted to of course ground ourselves in results and performance. You'll see here, anchoring back to the Strategic Plan and the Key Initiatives, we aim to serve with the marketing program. Paramount in all of that is driving ROI. For the dollars we put to work, we want to make sure we're increasing the ROI and the investment we get back in the form of spending.

You'll see the red and blue line really just kind of paint a picture for you of performance. There's a little bit of seasonality, so don't fret about this slight decline at the end. We're really looking at an increase in spring/summer campaign, to spring/summer campaign year over year. We're trending upward also for looking year over year at fall/winter push and fall/winter push the following year.

The dotted line to the bottom is when we hit the scene here and started working on the campaign. That gives you a little bit of a visual picture of how the IME performance is tracking and trending.

On the right hand side, we did just want to give you a quick visual. I know you've been getting Claudia's 10 on 10 Reports about awards and things. We've had an incredible run with awards this year. Just wanted to call attention to a couple of those. We're extremely proud of that and grateful for getting to do this great work with you.

The two most recent would be national recognition from the Public Relations Society of America for the program overall. Most recent would be the US Travel Association recognizing us for Best PR Program for a State Tourism Entity nationwide. Those are judged by entities like Google and the world's biggest brands in travel. We're extremely proud of those. The categories we're in are not best print ad or best TV spot, they're for the best use of analytics, overall measurement and return on investment. We're very proud of that work.

Again, won't go through the communications goals for you, those are in your packet but that's what anchors us as we go forward.

I do want to talk for a minute and set your expectation about geography. We'll see a little bit of adjustment in geography in the markets where we'll put the dollars to work. Carissa will come and give you more detail on that front but what you'll see this year, the core markets are the same. We'll have video and digital support in LA, San Francisco, Phoenix, Salt Lake City, Las Vegas and Reno DMAs. We know there's a low barrier with residents in terms of traveling the state. We think there's opportunity there. We do have some investment that we're putting inside the state but primarily focusing on those core markets. Then digital support only in Boise. That's a change. We were putting TV dollars to work in Boise and we're not quite seeing the performance we would like. The performance is fine but we think we can do other things with those dollars. We're redirecting a bit and rather than going TV in the Boise market, we're going to put those dollars to work in digital in two new markets. Those two new markets will be Dallas and Portland. We'll talk more about why that is.

We have some new flights coming online and seeing a lot of potential in the Dallas market. Then Portland, we will focus on our core audience, which is not changing, the millennials and access to the state. We want to set a benchmark and a baseline in both Portland and Dallas because of the audience match. We're happy to answer any questions about that as we go forward, but just wanted to heighten your awareness of those two subtle changes.

Again we talked about audience. No departure there. We're still targeting this adventure mindset. We want to make sure we're not abandoning our boomers and our core market.

That brings us to DFMI, what we're calling 3.0. When we came to you, DFMI was here, it existed. We brought the character driven approach to the table and we're going to be evolving that further, not a departure, certainly not a revolution but an evolution of the campaign.

Before we do that and talk about what that looks like, again, just a reminder of what grounded us. It's not just the subjective insight or opinion of an art director, this is all very much informed by a lot of research. We're also grateful to have the benefit of great research to lead us in this work.

These are the things that used to inform our position and our evolution. Pay Performance, the KPIs and the optimization. As we're running these campaigns,



we're doing daily monitoring on performance to do [inaudible] testing to see what's performing and what messages resonate. We're making changes and modifications all the time. That informs us in the go forward plan.

Consumer concept testing that we did back in 2015. When we tested with millennials to understand what they liked about our campaign and the core platform. We've also done some advertising effectiveness studies where we did more quantitative look at what was resonating. We have the IME studies of course for each seasonal push, website usability. We actually had the opportunity to sit in and virtually be behind the glass to watch people interacting with our site and what was intuitive and what was not. We've made modifications based on all of that. We've listed the logos at the bottom of some of our key informants in this work. TNS and Destination Analysts and also of course, Google Analytics.

This is the slide that makes you groan a little. I promise this is the only really copy heavy slide. We'll go quickly but these points are very important.

The conclusion of all that work and insight and learning, these are the takeaways: surprising or unexpected scenery still sells. There's still a lot of surprise factor in terms of what Nevada has to offer. People think they know what's here in the state. When we serve them imagery that they're not aware of, that really resonates. We're going to continue to do that in our campaign.

The character approach is working. We want to continue to skew toward raw and authentic. We want to lean into authentic and continue to evolve the campaign in that direction. The character approach is something that's really resonating with our audience.

DFMI is strong. What we heard from our targets is that they want more of the DFMI idea. They want to see it embedded more fully into the site experience, into our campaign. It's something that's empowering, it's a message that speaks to millennials about individuality so they want more of that.

Personalization and customization of the content is key. We're going to shift from these buckets of content to more sophisticated story lines. Then you're going to see more emphasis in the program on CRM, email targeting, those kinds of things. Planning content should be more robust. That's another key shift you'll hear in the media plan is when we're evolving a campaign or introducing a new idea, there's a lot of that dreamer work we need to do; the awareness and attention getting. As we go forward and drive frequency, we can shift and we'll need the campaign to start to dig in a little harder, focus more on conversion as we deliver more frequent

messages. You're going to see a little bit of a strategic shift in skew toward more planner content and that means some different media partners for us.

We'll speed up now. A quick look back in the rearview. DFMI in '15 really was the TV spot you've seen. We had the song bed by the Killers. We pulled out the DFMI identity, gave it a logo and a treatment. When we did 2.0, that was where we introduced this character idea and you saw that embedded throughout our campaign.

3.0, again, as I mentioned up is going to be really about the authentic characters. If you recall on the site experience you see today and in our spots, we had a fixed cast of characters. We had them kind of embodying these buckets of different kinds of experiences. People were telling us, I want to know more. We had the biker dude. We had the outdoor adventurer. The snowboard gal. People really want to know their specific stories, so we want to enable that in the future of our campaign.

Now we have Kelsey and we want to tell Kelsey's story. She's a burner artist based in Reno working at the Generator. We have Rob, a mountain biker and we want to be able to provide their own individual authentic stories to our audience so you're going to see that come to life.

Quickly, the logo evolution. We want to be authentic in the way we work. We went from this kind of logo with some subtle changes, we freed it. With "Don't Fence Me In," this feeling of being fenced in, we wanted to put some air in the logo to make sure we don't box in the identity treatment. A subtle change but a change nonetheless. Again, the shift to more of this planner content.

SPEAKER: Did you take the accent off Nevada?

MCDONALD: We did take the accent off Nevada. That was a little tricky, a little confusing for people so we simplified.

CARANO: That was a Jeopardy question. [laughter]

MCDONALD: All right. This is our existing TV spot. What we know is that this spot still has work to do in terms of, it's not overused. It's still effective for us. We still need more frequency behind it. We're going to continue to use this and just as a refresher, we'll show this video to you quickly.

We'll still be incorporating that in our campaign. Then you will see at the end of our presentation we'll show something new that we've produced. Working closely with the team here at TravelNevada, we have a new production schedule. As you all

probably know, it's a really complex environment today so we need to produce a lot of things and put ourselves in a position to be able to resize and re-edit for Facebook specifically, for different platforms specifically. We do have a production calendar for us to go out and capture the character driven stories. We'll show you Kelsey's story today. We call it Space Whale and it's the story of Kelsey working at the Generator, constructing a piece of Burning Man art, but making a beautiful connection to the brand and why artists are attracted to this place and what else is available to people who share that identity throughout Northern Nevada. We'll show you an example of that as soon as we get through.

Quickly, we'll just go through some high-level visuals so that you can get a sense of how this starts to translate through our marketing ecosystem for the campaign. On the hub, the core change, you'll see a departure from the core, stand-up cast of characters. We're going to draw out these individual stories. That's Kelsey you see in the background, it's a little dim on the screen there. You're going to see them front and center, see their faces, get a feeling for what they're about, that draws you in.

The buckets at the bottom there, the kinds of things you can click into. We are very strategic in why they're there and why they were selected, but there will be insider info for more stories like Kelsey's and others that we've collected. There will be adventure content specifically to speak to our millennials and what they're after. Then road trips specifically with our focus on planner content. We want to make sure there are things that are actionable. If you want to have an experience, you're attracted to something, we want to show you exactly how you can do more, visit more places, extend your trip into an overnight. We've got six road trips that canvas the state and all territories. Things like the ET Highway and the Burner Byway, that have been giving us a lot of traction in PR and we want to make those easy to find on a site.

Just again, a few visuals. This will be the adventure home page. If you come in through an adventure banner, this is what you'll see first. You'll see the story of Rob there in the background, this will be video drawing you in. This will be Nevada Insider, the personal stories home page. This will be our road trip home page. Then again, a subpage. If you click in a little further, it will just give you a quick sense of what that looks like. You'll be linked to on Maps that show you how to easily convert over to plan your experience more fully. Things like the interactive map showing up on the bottom right there. This will be a rich media banner. We'll just kind of show you how that comes to life with another character driven story, you can click in and learn more about. Just a few clicks. Then some standard banner treatments here. Again, characters front and center, drawing you in.

Another new element of our campaign is something we're calling Disruptive Ideas. The IME Study tells us several things. It tells us for every different platform on which we reach a target, the likelihood to convert goes up and their memory of us goes up. We're going to try some different things to really stand out. The study also indicates opportunity in LA, a key market for us.

It's maybe hard to see on the screen here but this is something we're going to be incorporating this year. You got this in your packet. It's taking over the escalator experience at LAX. We like the way this connects in many ways. The characters will have a role in this execution. Ways to interact and learn more online about the characters you see in the artwork here. We like the connection to the core brand and the duality that exists in the State of Nevada. We like the fact that there's an up and a down escalator, that there's a day and a night. Two completely different types of experiences here. We can tell the story of ghost towns and mining. We can tell the story of some of the more eccentric paranormal in ghost towns and supernatural things. We've had an early resonance with this idea. This is something we'll be testing and hopefully we'll be building into our integrated plan other ways to activate around this. We'll be going desk side with media at the time this rolls out to make sure we get the full bang for our buck in LA.

You'll see the characters kind of coming into the experience, that's at the top of the escalator here where the spaceship is hovering above you.

SANTOS: Herb Santos for the record. Where in the LAX airport is that going to be? Is that the Southwest terminal or elsewhere?

MCDONALD: I'm going to ask my colleague, do you know which terminal?

RICHARDSON: Once we get approval, we'll have to work out the details. They've been in contact with LAX, but we don't know the exact location. We can definitely tell you once we get that worked out. It's up to the discretion of LAX at this point.

SANTOS: It will be in a terminal that has a lot of flights to Nevada, right?

RICHARDSON: Absolutely, yes.

SANTOS: Okay.

MCDONALD: All right. Then a quick connection to how this all integrates on the PR side. Of course, we maintain a PR driven approach. We're going to be evolving our messaging from the core buckets, The wanderlust, the adventure—hard and soft

adventure and then our taste buckets. Those will be evolved into story lines that are character driven.

A quick look at some of our execution here. We will continue to have a master content editorial calendar. We will be overhauling the online press room to make sure character content is readily available and that we can accommodate the needs of more media more quickly. We'll be doing media tours in key markets. We've already completed the Denver Boulder Mission. We'll be going back to New York City this fall. In the spring we'll be in LA pretty heavily and also Boise because we are not going to be going back to Boise with the TV, we want to make sure we're not losing emphasis on the market. We'll be talking with freelancers and writers and potentially some consumers in that market. Let's see, the LAX activation, you can see the rest of the list listed out for you there.

Then just to mention, again, I'm going to click through just a couple visuals of the ecosystem. TravelNevada.com, it will be an enhanced content hub with deep integration of social content. You can just see a couple of visuals here of what that will start to look like and how this all pulls through and connects.

Finally, we mentioned our increased emphasis on CRM and personalization of our message. We've been working very feverishly with the team here at TravelNevada to enhance and up our game on the CRM front. Inserting more sophistication in our targeting and segmentation. That was a quick look quickly at how all of the characters pull into that.

Happy to answer any questions for you but I'm going to have Carissa come up and walk through quickly the media recommendation. Thank you.

CARANO: Does anybody have any questions?

WAGNON: Yes, John here. Not necessarily a question, but a couple of thoughts. I'm sure there's more in the presentation to come, but just looking at this so far, it's a great evolution of the campaign. I think it's real subtle but really an important shift in kind of where it's going. These lines like for those who have seen it all before, begin where the beaten path ends. It starts to transition much more to an attitude or personality and away from kind of a contrived sort of set up. The only thing that's really going to resonate with people, particularly with millennials is does this place really have an attitude? Does it have a personality? Is it unique? Is it different, is it genuine, is it authentic? Not, can we create cute ads, you know what I mean, it really has to be real. I love the logo evolution it was great, to break outside the fence there.

One thing I didn't see in the communication goals was this concept of inspiring people. I think all too often people are forgetting that the number one function of marketing, particularly when it comes to state tourism. It is to inspire people to want to take another step in the process or to want to be connected. If I'm not inspired after I see something or if I'm going through the process of just gathering information in general, if something doesn't inspire me, you can put all the ads in the world in front of me. You can ship all the stuff to my iPhone you want, I'm not touching it.

The number one goal is to create that spark of interest or that inspiration that makes people go, wow, I'm going to go there sometime, I've got to go there. Eventually they'll take themselves down that path. It might not happen immediately, but they'll take themselves down that path. I think this campaign has the ability to do that. I think the campaign or the concept of "Don't Fence Me In" and the attitude that goes with it has the ability to inspire people to want to go one step further with whatever communication we put out there.

Particularly I like this concept of this shift to more authenticity. The ad is great, it's a great ad, no doubt about it. It definitely communicates the unique aspects of the State and it creates those characterizations of what makes this state different. Again, if you're talking to millennials, it better be real, authentic, genuine, it has to resonate. As much as I like the concept of building or supporting that ad or that kind of first tier of communication with authentic real stories of real people who actually embody the character or the personality of the State.

It seems to me that's where you're headed with that. I'm concerned, it's too soon to actually say that. I want to make sure that somewhere along the line, we're focusing enough energy in this marketing effort to create those authentic storytelling opportunities that really, truly inspire people to want to go, come here and do something. Take it to the next step. Not just putting banner ads in front of people because frankly banner ads really don't inspire people. Stories do and video does like in spades and so do still photos. I think we've all been there where you see a photo of something, wherever it is, whether it's South America or France or whatever and you just, psst, I'm going there. From that point on, you can almost do everything else wrong and the person will still figure out how to get there.

MCDONALD: Marty McDonald for the record. Thank you for your feedback. I appreciate that. I feel very confident about what we're trying to do. I appreciate what you're saying and I agree wholeheartedly. Part of the invisible part of what we're trying to do—you know, it's not as much fun to talk about the ecosystem we're building or the improvements and the enhancements that are below the line on the website. We're making sure that we have set up an infrastructure so that we capture

someone with the spark of the dreamer and give them the opportunity to join the brand so we can continue our conversation with them.

Things like retargeting, you're going to see more focus on that in our campaign, so there's a second touch and a third touch and CRM message. That's really important to us because yes, we want to capture them with hero message upfront. Hopefully then, we have an environment that allows us to capture their information or capture their pixel or whatever the case may be, and continue our connection with those people. That's been working well and we're really proud of those improvements. But thank you, we appreciate the guidance.

SANTOS: Herb Santos for the record. I just want to add to what John said. When you give the characters identity and I think you nailed it, it gives credibility. To me, it's as simple as that. That credibility is huge. Also, as a trial attorney, I'm really big on focus groups and your consumer concepts testing. If it's at all possible, I would really enjoy like, to be able to review that raw data. Every time I've gone through a focus group, I've learned so much information and I think that would really help me as a Commissioner, getting a better understanding as from the folks that you talk to, what their thoughts and ideas were. I know what my thoughts and ideas are, I'd like to be able to expand that to learn about other folks. That'd be very helpful for me. I'm not sure about anyone else. Thanks.

MCDONALD: Thank you. All right.

CARANO: I have one question.

MCDONALD: Please.

CARANO: Thank you. Commissioner Carano, for the record. I have a question about your media buys and your still in Reno and Las Vegas. I'm wondering if you have data on whether our TV buys have inspired travel within the state? Do we have data on that or is that your job?

RICHARDSON: Carissa Richardson for the record. According to the IME study, we definitely do see those intent to travel markers that that are performing well in both Reno and Las Vegas. It's definitely something we keep an eye on and we make sure that we're still seeing that. The fact that they are seeing the ads is actually contributing to them wanting to get out and explore the rest of the state, so yes.

SANTOS: Herb Santos for the record. I can say, it worked with me. I went and looked at the Car Cemetery in Beatty that I never knew was there. Inspired me to just drive down a dirt road and check something out that I never knew existed.



RICHARDSON: Great! Well, I will continue. Carissa Richardson, Media Director with Fahlgren Mortine.

Like Marty said, we know last year with the introduction of the characters, we really wanted to get that awareness push. We did still focus on planning but this year we know we have that awareness, we have a really good base there. Our focus is to try to start pushing people through the purchase funnel and get them from that planning to booking. That's our main goal this year. You'll see with the partners, we have a little bit of a shift, but I think it's definitely going to help push people further through that journey.

Connection strategy. The biggest thing we always say with any of our media buys and plans is that we're always based in research. We start with the audience. Getting a great understanding of them. We have so much research at our disposal with Nevada, we love it, that we can really make sound and strategic decisions for everything we do. It's really great.

We also know that the media landscape is moving at a very rapid pace. While we continue to focus on building successful partnerships, we always kind of keep an eye to the future. What is a new audience, what partner could open up a new audience to us, could expand our reach, could provide a little bit more cutting edge targeting, things like that. We always are kind of looking at that next step of what we can do to evolve the media plan to make it as modern as possible.

Obviously we want, like I said, to kind of focus on partners this year that is going to really increase that planning stage partnership, versus more of a dreaming stage as well.

Then also making sure that we focus on not just the paid side of everything, but as we're putting the paid media plans together we're looking at it from an integrated perspective. As Marty said, in Boise, we know we're cutting back on TV, so making sure we're adding some PR there. Just making sure that it's all looked at in a very well rounded way and integrated way.

The biggest thing with our audience is less focus on the demographic attributes of the audience and more on the psychographic. Whether you're a boomer or a millennial, if you have this adventure state of mind and you're in this adventure mindset, we want you to come and we want to make sure we're targeting you with our ads.

The recommended media approach, similar to last year. We want to focus on year-round efforts, but we also want to make sure we're getting those seasonal pushes in there.

Core markets. As Marty mentioned, in the new markets that we're focusing on, we're going in with digital only right now, just to kind of get a baseline and see how those perform. Then next year, we can reevaluate and go from there. I think it will be nice to get into those markets. They really match well with the audience I just spoke about, as well as having the ability to get here very easily. Especially in the case of Dallas, there's a lot of direct flights. Want to really try to take advantage of that and get into that market.

This is an eye chart for you but I wanted to display graphically how we are taking that always on approach. You can see, towards the top we have a lot of always on elements that are going to be on from the start of the media buy in November, all the way through the end of August next year. While we'll also heavy up in the seasonal pushes, those fall/winter and spring/summer campaigns.

As far as the always on, we are looking at travel focused partners. We don't really care what time of year somebody is on these sites, we want to make sure our message is there when they get there. National partnerships sites like Travel Channel, Lonely Planet. OTA sites like TripAdvisor and the Expedia network. No matter when people are there, we want to make sure that our message is there. Those are really important to be always on partners. As well as, with the network partner, like Sojourn where they're serving ads to people who have expressed interest in traveling. They've gone on Marriott.com and searched for Reno, but didn't book. We want to make sure we're hitting them with an ad, again after that. All year round, not just during the season, seasonal pushes.

During those seasonal pushes we get a little more into the dreaming stage partners. It's more about making sure we're surrounding the audience during those times so we start to incorporate mobile partners. We start to incorporate native content to make sure that our content is mixed in with the content people are engaging with on a regular basis.

Here's a top line look at the partners that we've chosen. I know, we said the same thing last year, but we do hold off on our spring/summer plan so we can make sure we can evaluate how the fall/winter campaign performs. Like I said, everything is based in research. We want to have the freshest research possible. We will do that at a later date, once we have a little bit more info in how the fall/winter partners have been performing.

If you have any questions on any of these individual partners, please ask. I don't want to get into the weeds too much, unless you have specific questions.

Really, like I said, the always on is really that travel mindset reaching them. No matter when they're in market, we want to be there. Paid search does that. The travel planning partners do the content, partners with Lonely Planet and Travel Channel. While the fall/winter is more about capturing people, maybe in more of a lifestyle situation. They might be on Hulu watching a video, but we might be able to take them from that dreaming to the planning stage, because of the seasonality of the ad. We also have incorporated retargeting all around as Marty mentioned. A lot of these partners built in to their plans have retargeting. Once they do see our ad during the seasonal pushes, they will be retargeted with a follow-up ad later. We are increasing those exposures and that really helps push people into planning and then we hope eventually into the booking stage the more we can get our message in front of them.

Just some highlights I just wanted to share of some of the newer things that we're doing this year. Based on your previous comments, I think you'll really happy with a lot of these things. Travel Channel, we didn't have a partnership at least for the past few years with the Travel Channel. Obviously that's a great partner to have. So not just having ads on their website, but actually having vignettes on air that are going to be running. I'll show you an example, just a screen shot, of what those are going to look like. Those are going to be designed to educate the audience on what we have here and the different activities. Just kind of surprise people and hopefully spark that interest and wow, I didn't know that was there now I really want to go visit. That's a great audience to do that with.

Along with Expedia, Expedia has exploded. They've acquired Orbitz. They have Travelocity, they have everybody now. Running with them is really essential. Again, not just putting ads, not just having a landing page but actually doing user generated influencer programs with them. We're going to team up with some influencer programs. It's going to give us a chance to get the locals in Nevada on board with the campaign and have them have a little bit of input into what these influencers are going to go out and do. It will kind of get the backing and get everybody on board, which will be fun to get the community involved.

Lonely Planet. It will be a partnership with content. Again, it's going to be very visual. There's going to be beautiful photos. If you've ever been on Lonely Planet, it's a very visual platform. I think it's a great partnership for the State of Nevada because there are such good visuals that we can put out there to inspire people to come visit.

Then Matador has been a long time partner. We've used them generally for content, which we're going to keep doing in some form. We're also going to run an influencer program with them which will be more adventure focused. Expedia will be a little bit more broad while Matador will give us those real adventure influencers and it will also help us to expand our audience to the followers of those adventure influencers that are most likely very interested in the same types of activities.

This is the Travel Channel vignette. It's just a clip of the front but basically it would be a 10-second or a 30-second ad. We got three facts so they can see three different things about the state and then we can put a 5-second tag on the end.

Lonely Planet Microsite, this is just a mock-up but you can see it's really visual. We have a lot of space to work with there. Atlas Obscura pointing out landmarks and things to do around the state, so people can start to kind of plan their trip.

Then, just an investment breakdown. This is pretty typical to what we've seen in the past. A little bit heavier TV. It's a more expensive medium so that will kind of always be the case, but then most of the rest going to digital with a little bit of print. Then out of home, like you saw for the execution at LAX.

This is just kind of an overall visual. We just wanted you to see the integrated approach and kind of how everything connects back to the hub of the website and all of that. Any questions?

CUNNINGHAM: I would love to get a digital spreadsheet of your media buy and where we can laminate on top of it, especially since there's an overlap in some of the markets, it'd be terrific.

RICHARDSON: Yeah, absolutely.

CUNNINGHAM: Great plan. I think it is nice, comprehensive and I like your media mix, for sure. Thank you.

RICHARDSON: Thank you.

WAGNON: Yes, I agree with that. Great move with Travel Channel and the Expedia influencer content and the custom microsite, great. Good move.

CARANO: Thank you, anyone else on the phone?

- NEWMAN: This is Don Newman, I'd just like to chime in and just say, Marty, you and your team in conjunction with the TravelNevada folks, I just feel that you guys have really rolled up your sleeves and kind of gotten down and dirty. My takeaway from all of this is that, you've just gotten involved in the state and you've put together a feeling that comes through in all of this. I commend you for these efforts. I really think this is a great campaign and the direction that it's headed, 3.0, is definitely headed down the right road and you guys should be congratulated.
- RICHARDSON: Thank you.
- CARANO: Great, thank you very much.
- MCDONALD: Thank you. Marty McDonald for the record. The last thing, I just wanted to close with the Space Whale video. I'm sensitive to time. I know we've taken a lot of your time today, so we'd be happy to send it as a follow-up or if you'd like us to play it, it's about two minutes. It's up to you. Two minutes, all right. We will roll tape, thank you very much.
- CARANO: That is great. I've been over to the Generator and I have donated some things to them. They have open doors for anybody who wants to go in and see what's going on over there. It's absolutely amazing. It's not just Burning Man stuff, it's art for every day. It's just really awesome, great job in creating that.
- NEWMAN: This is Don Newman, real quick. What my takeaway, just listening to that, it just amazes me that a function that takes place for a week and a half in the middle of the desert is now a city. Black Rock City is a two-week event that, you know, it's just amazing how this has become so powerful and is actually titled a City out of a dusty event. The art scene is just incredible. This whole evolution, it's amazing.
- CARANO: Quite the opportunity for Northern Nevada to transform its identity. I'd like to call for approval. I understand we need to approve this report to accept the Integrated Marketing Plan from Fahlgren Mortine.
- WAGNON: I move that we approve the Integrated Marketing Plan presented, awesome plan.
- SANTOS: Second.
- CARANO: All those in favor.
- GROUP: [ayes around]

CARANO: Opposed? There we go. The plan is approved. Thank you very much. Great job, exciting.

VECCHIO: Thank you Commissioners, thank you Fahlgren Mortine for your time. For the record, Claudia Vecchio. We'll move on now to Research. As we said several times during that presentation, we are grounded in research. Everything we do, every decision we make is based on research and some years of insight into this industry. I want to turn the time over now to Dean Runyan. We do a variety of types of research. Some of our research measures are advertising. Some of it looks at how people are engaging with the brand. Other pieces of advertising, equally as important, look at the economic impact of tourism and how we are shaping the economy of the state. As we go into the legislative session and the dialogue that is starting to happen now regarding statewide lodging tax and other pressures on state funds, having this understanding of how powerful tourism is to this state and how impactful it is will be critically important. That will definitely be part of the talking points that you will get from Bethany and her team for the next legislative session.

Dean has been working with us for years. Arguably, the best economic impact expert in the tourism industry. We're thrilled to have him as a partner. We'll tee up his presentation and allow him to showcase some of what this extraordinary industry does for the State of Nevada. Thank you Dean.

RUNYAN: Dean Runyan and Associates, Portland, Oregon. Thank you very much for the opportunity to meet with you today. This is work we've done for some time. We enjoy it very much. We hope it's useful for you.

There's a fairly detailed report that we prepare each year that we've delivered that includes quite a lot of detail. Much more than I can go into today. I can respond to any questions you have about that. There's also a website that we manage for you that allows users to go on and extract the sort of information they may want interactively about travel and tourism throughout the state. We try to make it as easy as possible to get at this information. Call us any time you have any questions about it as well.

The work you'll see here is prepared by Bill Klein, primarily in our office in Portland. Tanya Mamchik has also assisted him on a number of these things. I'll be the one talking with you about it today.

Let me just run through a few overview slides first. I'll get into some data. I can certainly go into any questions you have along the way.

I first wanted to spend just a moment talking about national trends. It's very useful to have this as a perspective when you're talking about what's happening in any particular state. I have just a little information here but I think it sets the stage pretty well.

Travel spending, which is a basic measure—this is direct spending by travelers throughout the United States. You can see about 15 years' worth of data there. You can see what has happened. In the 2008, 2009 period, we had a very major downturn. They had followed a good long period of growth. Subsequent to that, it has grown again. At the national level, it topped off just this last year. That's not so much a measure of a decline or a leveling off of the travel industry, it's a change in the structure and expenditures to represent the reduce cost of gasoline and other fuels. Travelers are actually spending or they're traveling just as much, they're actually spending a touch less on fuel. That results in what looks like a leveling of the industry. It actually isn't. It is a leveling of total expenditures.

Just one other measure, employment is particularly important. You can see that that is generally following the same pattern and has grown steadily ever since the downturn. It has yet to reach the peak that it had 10-15 years ago. Again, this is nationally. But, it did grow last year and is continuing to show steady growth.

At the state level, spending has shown largely that same pattern. A big downturn, actually quite a steep downturn in 2008, 2009. After bottoming out, it has come out of that quite strongly and surpassed those levels in the last few years. The most recent number is around \$34B a year. This is direct spending. That's about a—somewhat over a 3% increase year to year. It's a healthy pattern. I recall the national pattern was a flat pattern.

Employment, up 1.8% this last year. Around 280,000 employees. Again, this is the employment that's directly—it's attributable to the direct expenditures of travel. It has not yet reached however the peak, in the early part of the decade. It's getting close, a few more years, if it were to grow at the same level, it will be back up there. In part, that's because of structural changes in the industry. They're just getting more efficient in employment. To some degree, it's changed in the expenditure pattern of travelers.

Earnings are what employees take home and also the earnings of working proprietors, of businesses. You can see that has grown to surpass the previous peak and it has grown nicely this last year. About 3.7%, that's a good number. It's up to about \$12M.



Tax receipts, always important to the state. Again, this is total taxes that are directly attributable to direct expenditures of travelers. It's up to about \$3B and up over 4% this last year. The increase in tax receipts has actually exceeded the increases in sales and in employment and earnings. In part, that's because of changes in the tax structure. For example, local jurisdictions, by increasing the rate of their lodging tax, it can be the result of increased inventory in lodging say, so there is more lodging tax.

Just a reason for it, you see the room demand in the state has gone up, that's an important reason why this has occurred. It's well above the peak earlier in the decade.

Air travel. Visitors arriving by air are a particularly important part of your market. They tend to spend the most, they stay the longest. You can see that after the peak, early in the decade. It flattened for some time and it's just recently started to increase again. I think that's a healthy sign. I hope that can continue.

Where the money is coming from? We like to break out spending in terms of the type of accommodation that travelers are using. Nevada is quite unique because as you can see here, the proportion of expenditures from travelers staying in casino/hotels is just dominant. There's nothing like that in any other state. 80 some odd percent of the expenditures are from that type of a traveler. A chunk is from travelers staying in other lodging that is non-casino oriented. Commercial lodging, or in camping, that kind of lodging. Unpaid lodging is friends and relatives and in Nevada, that's quite a small portion. In most other states, that will be a significantly larger portion but we've got a lot of cash flow as it were here and not that many people. And day travel is not too significant. There are very few population centers that are close enough to Nevada that they can support much travel during a day.

The tax revenues, we like to break it out in terms of where it's going. This is state and local tax combine. You can see the largest portion is what we call, other sales. That's really sales primarily on food and beverage and retail. Travelers are supporting a good portion of that industry in the state and tax receipts from that are very substantial. It's our largest category. Lodging taxes follow and then the taxes on gaming revenue.

This is quite a diverse picture that I would consider good. You've got taxes on travelers coming from multiple sources. That just helps when there's any kind of dynamics in the industry, you've got some diversity.

All that said, the proportion of state tax revenue that is originating with travelers has declined a bit. It declined last year. Although the revenues, if you recall,

increased, other revenues that is not from the travel industry increased even more. That is not a bad thing at all. I think it represents the diversification that's going on in the state. You've got other kinds of industries, other kinds of activity that is growing well and delivering tax revenue to the state. That is not to the detriment of your travel industry at all. So, in a way, this is a healthy picture. The revenue has not, again, reached the levels that it was earlier in the decade.

Economists like to measure industry characteristics using this concept of Gross Domestic Product or Gross State Product. It's just a way of looking at industries where you can focus on the value that the industries add to the state and get rid of what in effect is the money this is turning over that is really not adding value. A lot of that, that you're trying to get rid of is, purchases of things that the industries are making from out of state in order to do their business. Even though that's money that's flowing through the state, it doesn't really do the state any good because it's money that's flowing out.

A good example is a retail grocery store. They spend a tremendous amount of their gross on wholesale purchases of goods. Those purchases are typically made out of state and they don't really benefit the state. Gasoline stations are also along those lines. Other businesses are much more service oriented, labor oriented and they have much less of that. Looking at gross product is one way to compensate for that.

This is a picture of the state where we look at both the direct and the secondary impacts by way of getting at that gross product. We build a model to do this that takes the primary spending numbers that we looked at a moment ago and cranks those through and then looks at all of the impacts throughout or across all of the industries in the state. This looks at both the direct—that is the ones that are attributable to direct sales of travelers. Then the secondary which are indirect and induced effects. You can see the accommodation and food service is by far the largest of these economic activities. Most of that is direct. A piece of that out at the end there that is secondary.

Professional services, however, this is doctors, lawyers, accountants, various contractors, architects. Essentially all of those economic benefits to the state are secondary. They tend to be related to the expenditures of the businesses that are in the travel industry. Government, similarly, has a major effect of a secondary nature. Arts, entertainment and recreation has a little bit of primary but again, a lot of secondary. And so down the line. You can see the extent to which primary expenditure in the travel industry spreads through the remainder of the economy and really effects essentially all of the remaining primary segments of the economy. It doesn't affect so much agriculture and food processing or mining. Maybe a little bit but certainly a number of the other important components of the economy.

I might add that in say, professional services, the salaries are good. These are important secondary benefits.

Looking at the nature of the types of businesses that really benefit the most, there's a much more detailed chart than this that's in the report, but I pulled out those industries that are most oriented to exporting some kind of good or service from the state. Export industries are industries that bring money from the outside into the state. Travel and tourism does that. Not so much that we're exporting a good or service, but people come in, spend their money and then leave. That is an export industry. But, manufacturing will build something and sell it outside the state. That's a classic export industry. A lot of agriculture or mining is in that same category.

You can see the travel of these export industries is by far the largest. There's no other state that looks like this. It is a very highly significant industry.

Professional, technical and scientific, those are what might be traded services. That might be software manufacturing, consulting, design, marketing and so on that's here and is sold outside the state. Manufacturing, mining, information, is typically computer related, manufacturing or services. Those are significant. They're not nearly as large as travel.

The old industries of the west, mining, ranching, forestry, you can see are down at the bottom. In Nevada and most states, they have faded quite a lot compared to these newer industries.

Just a few words about how these impacts distribute around the state. This data represents everything in Nevada other than Clark County, Douglas and Washoe Counties. We call it the rural, that is the non-urban portions of the state. We did just some analysis separately of that area. Again, there's much more detail in the report.

The picture though, it's interesting, is not a lot different than for the state overall. There is still a substantial emphasis on casinos and casino revenue. Hotel/motels that are not casinos are substantially larger proportionally than they are for the state overall. This is representing people who are traveling who are doing outdoor recreation. In some cases, business and so on, that are outside the urban areas. Private home day travel and campground are also relatively larger than they are at the state level.

Again, the emphasis of the state on gaming extends throughout the state. It's most dominate in the urban areas but it's not absent in the remainder of the state.

Looking at the secondary total. We looked at this separately for the rural areas. We built up a separate analytic model just for the areas outside of those three counties and tried to understand the primary and secondary impacts. You can see there are secondary impacts out there, of the sort that I mentioned before. They're proportionally not as large as they are in the urban areas. That's because of the small community. If you want to hire an architect or an accountant, you may have to go to Reno or Las Vegas to find one. That expenditure leaks out of that area and doesn't stay there. The secondary impacts tend to be smaller.

Looking at different regions of the state. I've picked out employment here. This could be earnings or spending. You can see it's very dominant in the Las Vegas area. Almost 85% of all spending is in that area. Reno/Tahoe gets a portion and then the remainder of the state gets about 3% of total spending. So, you're in a state that is very bottom heavy, as it were, with Las Vegas down in the south.

If you look at that at the County level, this is a related measure of earnings from travel and tourism as a percent of all earnings in a county. It's a measure within a county of how oriented that county is to the travel industry. You can see, as you might expect that Clark County is very high. Douglas County is very high. Washoe isn't quite as high. I think it fell just below the threshold on this map. Elko County falls in that category as well. It does not have a very large tourism industry, compared to Las Vegas, but it doesn't have nearly as many people either. So it has the same level of specialization.

I'm going to conclude on this. If you have any questions, again, there's quite a lot of detail in the report you can look at if you wish.

**WAGNON:** It all appears to be positive—positive across the board. Great, that's what we like to see.

**CARANO:** Great trends is right. I'm expecting that we will have this distributed to all the Commissioners? Thank you.

**VECCHIO:** Yes, the deck will be distributed to everyone. I apologize it wasn't in this packet. I think the interesting thing that Dean showcased is really the ecosystem of tourism and how it impacts so many different industries. I think that's a message that we need to ensure that everyone is saying and everyone is using the same numbers. I think people know how impactful tourism is, but we're just funded by lodging tax. I think we miss a significant portion of how much this industry does impact the state

for a number of different industries. We'll look forward to putting those talking points together for everyone. Thank you Dean.

RUNYAN: Thank you.

VECCHIO: Just quickly into Cooperative Marketing. More information about this will be provided at the Summit. I'm very excited to be working with Madden Media on a domestic international cooperative program. They do two print inserts that lots of people are participating in. They're successful and those will continue for fall and spring. For the spring, we're also going to start our domestic international program which is a multichannel program that offers cooperative opportunities for our state to advertise in—this year we're going to do Chinese, so in Mandarin speaking digital print, in some broadcast outlets. Madden has done a tremendous job in putting this program together and it really is a new opportunity for our partners to reach the Chinese travelers, those who live in the US. Then they will connect, of course, off to the agency we have working with us in China, so there will be a total string of both the US and Chinese visitors. We look forward to that coming in October. They put together a really nice program for us.

Brenda, anything additional from your team? I think that's it from the marketing side. Public Relations, Bethany, do you want to quickly go through some legislative initiatives?

DRYSDALE: Hi, for the record, Bethany Drysdale. I'll just touch on a couple of things. I wanted to point out, in your packet you have some media clips. Most of those are results of previous media missions and media desk side visits that we've done. That's why we do these. We were just in Boulder in Denver meeting with media there, had a full roster of media to meet with over two days. We'll be going to New York in October.

This is why we do it. We had Elko on the cover of Via Magazine. That's from an ongoing relationship we have with a journalist who actually lives here. We meet with her on occasion and pitch her on occasion. She's able to come to us and say, "I'm really interested in ... In this case it was Elko. So, how can you help me? What can I get out of a trip there? What can I do?" We got the cover. This is why we do this. I just wanted to point those out to you.

The Global Tourism Summit coming up. We have 25 media and PR reps from 8 of our 10 markets coming out for that. We'll be sending them on two media trips around the state. The two trips are themed American-Indian culture and we've been working with the Indian Commission. Sherry has been wonderful on that. The other trip is a food and wine tour of Nevada. This will be very exciting to put on in just a couple of weeks.

Moving on to the Public Affairs Plan. This is a plan that was approved by the Commission, I believe at the last meeting if not the one before. You've seen this before. It's nothing new. I wanted to point out our progress and why we're doing it.

So much of the PR job is talking about Burning Man and about the ET Highway and all these fun things to see and do. Then there's this whole other side of it, which is really the business of tourism. Why are we doing what we do? I'm glad I get to follow Dean because he really set the foundation for this.

These numbers, increases in tax revenue directly impacting the residents of Nevada. Those are the messages that we need to be out there with. That's the business of tourism and that's what we're talking about with this Public Affairs Plan.

I'm not sure what page it is because I don't have these pages numbered, but in that Public Affairs Plan, when you get to the timeline of how we want to approach all of these tactics, our August tactics are completed and we're well into September. There are some things that we hope we can look to each of you for. Thank you to Cindy and John for coming out to the IFC Meeting in August. It speaks volumes, no matter what you say, it speaks volumes having you there on our behalf. Showing the legislatures and the public that we have some pretty heavy hitters in the tourism world that are relying on the work that we do and the work that you as a Commission do. This is really important that you're able to speak on our behalf.

We provided some talking points to Cindy and John when they were there and I gave each of you a copy of those. Those are our key messages. We will continue to refine these with the new economic impact study. We'll add some new numbers to that. We'll put these into more bite sized nuggets for you and we'll really deliver it any way you want. We want to arm you with the information that you need, how you need it. Please, feel free to ask me, to talk to Claudia, about what you want to be able to say. I hate the term elevator speech, but if you're stuck in an elevator with somebody and they ask you about the value of tourism, we want you to be able to say confidently, we employ so many Nevadans. We are 30% of the GDP. We bring over \$3B in tax revenue to the state. Our ROI is 77:1 on our marketing. Those are big numbers. If you have 77:1 on any investment, you're going to put more money into that investment. That's what we want the legislatures to know.

And, to know that this industry is valued. This is not just a wine and dine industry. This is big business. This directly impacts every Nevadan and those are the messages that we want everybody to bear for us.

Some things that we'll be doing in the coming months. We'll be putting together an editorial calendar and happy to share that, so you know the messages that will be going out and when they'll be going out. In October, if you get the *Northern Nevada Business Weekly*, there will be an insert all about Nevada tourism and what it means to the state. I believe we have eight stories and an insert in there. It will actually be distributed statewide, not just Northern Nevada.

There are other targeted promotions that we'll be doing around the state with a very, very heavy business message. We're excited about that.

We'll be putting together some shareable social graphics. If you follow TravelNevada or Nevada Tourism on Facebook and you see one of those graphics and want to share it, please do. We would appreciate that. We'll make them very fun, very visual but really telling the story of why tourism matters in Nevada.

Then we'll be doing some media training with TravelNevada spokespersons, which is kind of on this side and happy to provide that to you as well. If you want to feel better armed, if you're talking to the public or the media, we're happy to do that as well.

Those are some of the highlights of the schedule and the tactics. The key messages you already have. What you have goes into why this is important and what our plan for this whole Public Affairs Plan is all about. I'm happy to answer any questions, if you have any.

CARANO: Thank you Bethany. We were looking for the plan that you're referring to. Is this the plan?

DRYSDALE: Yes.

CARANO: Okay.

DRYSDALE: I handed it out to everybody. I emailed it to Don. Forgive me Ryan, I didn't know that you were on the phone, I'll send it to you as well. It didn't make it into the packet, we were updating it as the packets were being produced. We'll email it out to everybody as well, after the meeting.

CARANO: Okay, great. We'll have a chance to read that. Thank you very much. Any other questions from anybody? Thank you.

VECCHIO: We'll move on to an update from our Sales and Industry Partner's team, Larry Friedman will lead that charge.

**FRIEDMAN:** We do have an updated show schedule for you. Our show schedule for the year was in your June packet. There are two significant changes though to bring to your attention, one being India and the other being China. I know China is on the agenda but I'm going to start with India because of the significance.

Lieutenant Governor will be returning to India on December 1<sup>st</sup> and tentatively the dates are December 1<sup>st</sup> through December 8<sup>th</sup>. US Commercial Services, in addition to our office in India have agreed to try to facilitate several key meetings, including a meeting with the ambassador from the United States to India and with the Minister of Tourism for India.

Claudia mentioned that this year is the year of tourism exchange between China and the United States. Our country is entering into an agreement with India for next year, to facilitate and encourage travel between our two countries.

The Lieutenant Governor's trip is very timely. Actually before most US destinations, as it officially kicks off at SATTE at the end of January. We're glad to be going over there two months sooner.

As for China, the original show schedule we had the possibility of a big trip at CITM in November. After much discussion between ourselves and partners, the Lieutenant Governor's Office and our office in China, it was decided to really do a big reentry in January instead to be able to get the biggest bang for our buck and the most attention for the visitor.

We are currently looking at dates. We will be inviting partners from throughout the state to join us. We'll be going to Beijing and Shanghai with VIP receptions in both cities. Media events, one-on-one meetings with tour operators and presentations to travel agents. What we're waiting for, as far as dates is to find out when the State of the State is going to be presented. We believe it's going to be around the 9<sup>th</sup> of January or earlier in January and then the Mission would be immediately following that. We plan to go earlier than later in January because of the Chinese New Year. Our office has suggested that the Chinese will be very interested in attending parties and events. They will be on vacation in celebrating their own new year from approximately the 21<sup>st</sup> on. We will definitely be back before the 21<sup>st</sup> as the Lieutenant Governor is doing a TED Talk at UNR on January 21<sup>st</sup>. We're looking at somewhere between the 12<sup>th</sup> and the 20<sup>th</sup> for our re-entry.

Claudia did meet with our office in China when she was in China earlier this month. I do have some Brand USA information, but if you have anything you would like to add about China.



**VECCHIO:** I put this in the Top 10, this is Claudia Vecchio for the record. I was privileged to be invited to join Brand USA and US Travel Association at the US/China Tourism Leadership Summit which they hold on annual basis. It switches between China and the US. Bruce Bommarito actually was integral in starting this event a decade ago. This year it was in Yinchuan China which is a place that we had never been, none of us had, but it was a good couple of days of meetings and briefings on the China market and the continued evolution of the market from, you know, primarily group based travel market to one that has much more FIT business. I was very happy to meet with our agency over there. As you know, we closed the office and we hired East West Marketing to help us in China. They bring a very professional, long-standing understanding of Nevada and so I think they're going to be a tremendous partner moving forward.

It was a nice opportunity to solidify Nevada's position in China and to be part of panels and other discussions where we could showcase our continued commitment. That's the real reason for this re-entry, if you will, is to just showcase that. Beyond the conversation that happened about our closing the office, that we continue to show a very strong commitment to China in creating both business and government relations. I think it's going to be a tremendous event for us at that point.

**FRIEDMAN:** Then as far as Brand USA, there are many different ways we work with them. First the Brand USA shows throughout the world. Right now, Christian Passink is in Paris with Top Recesa and the Brand USA Pavilion with many Nevada partners. Next month, our office in China will be participating in the Brand USA Media Day and ITB Asia in the Brand USA Pavilion, again with our office in China and I believe there are seven other Nevada partners who will be participating.

Brand USA produces sales missions to India and China that we have participated in. Then we participate in press strips and fam trips with Brand USA. When Brand USA does a fam trip, they are required, from whatever country, to include more than one state. One that we recently did from Brazil was Nevada and California. It started in Reno, included the entire Reno/Tahoe area and then moved south through Mammoth and ended up in Anaheim.

Periodically Brand USA will do what they call a mega-fam. This is where they bring a larger number of tour operators and travel agents, go to multiple destinations and they end up then with a final event in one destination. For an example, when Australia did their mega-fam, they ended up in Honolulu, Hawaii. When the UK did their mega-fam, they ended up in Los Angeles with everybody. The next Brand USA mega-fam is from Korea. One group will be going to Washington and Oregon. One group will be going to Northern California and Northern Nevada. One group will be

doing Southern Nevada and the parks of Utah. Then for their final destination, where all the groups are coming, joining cities like LA and Honolulu, they are all coming to Reno/Tahoe. Yeah, it is very exciting. We have all of them coming here for their finale before they depart. The Reno Airport is even ready for them and has Korean signs ready to greet them when they come on the mega-fam. That really is wonderful because we all do watch in the industry where the mega-fams end up and where they go. I'm very pleased that it's coming here.

Recently, we had a television program from the UK come with Travel Channel through Brand USA. They came to five different states. The two western states were Oregon and Nevada and their theme was ale. It's the UK. They went to Virginia City, Reno, Tonopah, Boulder City, Fremont Street and Las Vegas Strip. From what I understand, from the Travel Channel in the UK, Ollie the host who Claudia has met, was at his top form and they loved it. They loved Tonopah where they stayed at the Mitzpah and from what we understand, it was very successful and we're very pleased. I don't know if you want to say anything about Ollie or the show, but it's a great partnership with Brand USA.

VECCHIO: Ollie is a personality and a half. Ollie and Larry in the same show would be like the screen exploding, but he's a tremendous host. If he loved Nevada, the world will know about it.

FRIEDMAN: Yes, and apparently, that's the feedback that we've gotten. That he was in top form and loved our state. A good combination of North and South, rural and urban. Then the final part is that, we do annually a letter of agreement with Brand USA for \$150,000. That's the amount we've done the past few years. Brand USA, in order to get their federal money from the ETTA Funds, they need all of us in the industry to match. That's our participation.

In August, Yennifer and I went back for a Brand USA Emersion where we met with each key department and each key person in charge of a part of the world to determine what programs we wanted to continue participating in and how to get the biggest bang for our buck. They have over 150 different programs currently available for destinations to take advantage of.

In your packet of information, I believe right before the PR part, shows what we are planning to participate in with Brand USA with our current LOA. These programs were decided upon, taking many things into consideration. One of them to compliment what we are doing in market through our own reps. What segment of the country they are reaching. What their reach is. What the value added from Brand USA is. In all of these cases, Brand USA does a value added and they participate financially in the programs.

The inspiration guide is what I think all of us do to support Brand USA and what Brand USA is trying to do. That really is their visitor's guide. It's the visitor's guide for the country. Just as the Go USA e-page is the website. The multi-channels for Australia, China and India we felt were three countries where we wanted to make as much of a bang with our re-entry into China, our entry into India. They all were things that complimented what our local rep was doing.

Telegraph. One of the things we liked about it was the call to action with tour operators that we know and we work with on a regular basis. America, As You Like It, as a matter of fact is coming on one of the pre-fams and coming to our Global Summit. America Unlimited is something we would like to do more with our LOA. This is where they actually came to the state a year ago and produced a video and they produced the whole thing using drones. Including Reno Air Races across Highway 50 out to Great Basin down to Las Vegas. They did a drone video of the state. It's very cool. They have now shortened it and want to do it in cinemas. Brand USA was interested in this because they're looking at how to use cinemas around the world to promote the United States. They have something like that in China. They're looking at other countries. They'll take our money and they will add. They don't call it a match, they don't call it a grant, they call it value added. They will actually add dollars to our efforts with that.

These are the things that we plan to do this year. We also mention some of the things we were looking at in the future. *American Journal* is a publication in Germany that we've actually done things with. I'm sure Bethany's worked with them. Also, some of our rural communities have received grant dollars to advertise in *American Journal*.

Televisa is something that is in the works. They have said it will just have an outstanding value added to it. The Televisa wants to work with Brand USA.

In language videos, we've done twice before in Chinese and in German. There were a lot of challenges. It did not meet our expectations or other destinations like us. That was part of the growing pains of Brand USA. They have identified the problems and are working on them. That is what we look to do with Brand USA in the next few months. Yennifer is our direct liaison with Brand USA and their marketing programs.

As Claudia pointed out, although we have been investing \$150,000, right now, the amount of money that we're carrying over with our new \$150,000 is actually more. That is because we had, when Thomas Cook was looking to do their flight for the

winter into the Reno/Tahoe area, we had agreed to assist with the marketing commitment with Thomas Cook. We had some of our LOA tied up in that.

Once again, what was great about that opportunity was, Brand USA had agreed, because it was Thomas Cook, to do \$15,000 on top of it. Claudia and I have talked about other things we can do in the future with Brand USA on behalf of our partners, possibly a partner co-op program, but how to maximize our dollars and the opportunities that Brand USA presents.

Claudia is reminding me that this item is for possible action. We would like to request your approval of our proposed Brand USA activities for this fiscal year.

CUNNINGHAM: I move that we approve your proposed sales activity plans for the fiscal year.

FRIEDMAN: Thank you.

WAGNON: Second.

CARANO: We have a motion and a second to approve your marketing plan for Brand USA for 2017 Fiscal Year. All those in favor?

GROUP: [ayes around]

CARANO: Any opposed? Do I have anybody on the phone still?

ARGER: I'm here, but I'm not voting.

CARANO: I know, Ryan and Don, are you there?

SHELTRA: I'm here.

NEWMAN: Yeah, I'm here.

CARANO: Okay, great. All those in favor.

GROUP: [ayes around]

CARANO: Any opposed? Great. Approved. Thank you. Thank you very much. we are now on to *Nevada Magazine* update for Item F in our Agenda. Thank you. Ryan, I don't think we have any more action, so if you need to go, thank you very much for staying on.

GEARY:

Good afternoon Commissioners, I'm Janet Geary, Publisher of *Nevada Magazine*. I first wanted to introduce my new design team. I'm very pleased to have Jody Corey and Kippie Spilker. Jody is our Senior Graphic Artist. She is actually the one that's responsible for the Ghost Town Map. If you've seen it, Jody designed that on her own. Kippie Spilker, we're very pleased to have her. She's our new Art Director. She has a lot of experience as a magazine art director and she's really hit the ground running. She helped get our last magazine out. We had a very short turnaround time. Kippie and Jody are working on our historical calendar. We're putting together some new territory calendars and also our November/December magazine and *Events and Shows*. I just want to introduce Kippie and Jody. Thank you ladies.

The magazine is coming to the end of our 80<sup>th</sup> year. Our 80<sup>th</sup> anniversary. We have one more addition of the magazine, our November/December issue. We have been sharing some incredible stories this year, some ghost town stories in each edition of the magazine. We also have ghost town videos that our editorial team have put online. We have won a couple of awards for our ghost town stories. We also have been highlighting one of the State Museums in each of our issues for the historical 80<sup>th</sup> anniversary.

We also have an exhibit now at the Nevada Historical Society. If you get a chance, it is in Reno. For our 80<sup>th</sup> anniversary, they've honored us with an exhibit. We have photos, prints of some of our most iconic covers, starting from the one in 1936 all the way to the present time. We have our own room at the Nevada Historical Society. We had a reception a couple of weeks ago. It is going to be through the end of September. If you haven't seen it, please stop by and see it.

We are into our second year of "Tour Around Nevada," the last feature will be in the November/December issue. This is where towns vote or residents of towns vote for their favorite town. If they win, we do a story about them in the magazine. We also go and present a plaque and a cover of the magazine to either their chamber or their visitors center or at one of their meetings or events. This year's winners have been Laughlin, Winnemucca, Mesquite, Elko, Genoa and Fallon. We've been all over the state.

We also had our Second Annual Silver State Scavenger Hunt, which just finished up last month. We had over 1,000 people participating and what they were doing is going to different ghost towns, taking a selfie with the last edition of the magazine and then sending it in. If they went to at least 10 of the 12 locations, they were entered in a drawing for a great prize. Range Rover partnered again with us this year and had Weekend Range Rover Packages where they went out and they stayed overnight in one of the ghost towns and actually drove a Range Rover around the desert for a couple of days. We just finished up with that.

We just got word of our 2015 Nevada Press Association Awards, which will be awarded next week in Mesquite. In 17 categories, *Nevada Magazine* got 22 awards. We're very pleased with what happened. I obviously can't tell you about the awards yet until they are presented.

We did complete a direct mail campaign, a very successful one with the money that Jennifer was talking about, the \$50,000 that we received. We sent out letters to potential subscribers in the rural areas of Nevada. We received over 800 new subscribers and their purchase was about \$28.00 per person. We're still receiving those in right now.

Our social media. We've had a tremendous uptick in our social media. We have over 10,000 followers on Facebook right now from the US and 44 countries. I counted them up yesterday, there's actually 44 countries where we have Facebook followers. We have 13,800 Twitter followers. Since we have put our ghost town videos on Twitter and Facebook, we've seen a real big increase in our followers.

Of course, I still do my radio show on Friday mornings. If anybody would like to come on. This last year, we've had most of the Chairs of the Nevada Territories. We've had the Reno Big Horns, we've had the Valhalla Tahoe Music Festival, National Auto Museum, Pahrump Chamber, Beatty Chamber, Piper's Opera House, Zephyr Cove Resort, City of Las Vegas Cultural Arts, etc. and so forth. We've had a myriad of guests on the show. If you would like to be on the show, I would be more than happy to have you as my guests.

I believe that's all I have. Any questions for me?

CARANO: How many people made it through your Scavenger Hunt?

GEARY: We had about 1,000 people that actually sent in photos of themselves doing selfies with our magazine at one or more of our ghost towns.

CARANO: So to get 10 out of the 12.

GEARY: Yes, they didn't all get 10 out of 12 locations. I'm not really sure how many finished, but believe we had a couple hundred that actually finished. We had 12 locations in Northern Nevada and 12 in Southern Nevada they could choose from. We actually had our first ones do it in one weekend. They traveled over 800 miles. They were a little over zealous, but they actually finished in one weekend. Then we got a couple of more within the first week. People really like it.

CARANO: Yes, I was following that and I was thinking that maybe that was inspiring people to get out into Nevada.

GEARY: Oh, absolutely. The ghost towns have been extremely popular for us. Like I said, Eric has done videos. In fact, one of the awards we're getting at the Nevada Press Association is Eric, for the Investigative Journalism Award for his Ghost Town Stories and his Ghost Town Video. We're very pleased with that. Thank you.

CARANO: Thank you very much. Okay. Are there any department agency updates from our partner agencies?

ARGER: This is Julia with the Nevada Arts Council. If the Division of Museums and History is not available.

CARANO: Okay, great. Do you have an update Julia?

ARGER: I do.

VECCHIO: Peter is here as well.

ARGER: I'll be brief because the entire report will be included in the minutes (Addendum A), but I wanted to start by saying that the Nevada Arts Council is thrilled to receive an additional \$267,254 for its FY '17 budget, thanks to an increase in lodging tax receipts. The majority of these dollars, \$207,254 will increase grant support for this years' breadth of arts and cultural activities. Performing arts series, exhibitions, festivals, workshops and lectures, etc., of the 89 grantee organizations in Boulder City, Carson City, Carson Valley, Elko, Eureka, Fallon, Henderson, Incline Village, Mesquite, Winnemucca, Virginia City and Yerington, in addition to communities in the Las Vegas Valley and the Truckee Meadows. We're really pleased about this because we're still—we're still trying to regain the funding level that we had before the recession. This is a great step in that direction.

There's Arts Town Meetings will be starting, hitting the road. The first one is Friday the 29<sup>th</sup> in Reno. Anybody in the Reno area who wants to attend, please check the website so you can get the particulars. It's at the McKinley Art Building.

Then at the Nevada Art Museum, the tilting, the basin features at least 21 of the 30 participating artists in this exhibit currently at the Nevada Museum of Art have been recognized with artist fellowships and will receive jackpot grants to support their work from the Nevada Arts Council. We're really proud of all of these terrific artists.

A project called the, "Nevada Students Create Ornaments for National Tree Lighting Celebration." The ornaments created by Las Vegas students working with artist, Roz Knight and the City of the World Arts Organization will be displayed at the 94<sup>th</sup> annual national tree lighting celebration in Presidents Park on the Ellipse in Washington DC. The National Parks Service works with state arts agencies to coordinate this component of the national event that features 56 smaller Christmas trees representing all US states and territories. Student ornaments will be recognized with signage on the website and in the National Christmas Tree Lighting Event Program. This is a really great recognition for these students.

The Nevada Touring Initiative, the NIT is touring its newest exhibit, the Mountain Picassos: Basque Arborglyphs of the Great Basin for the next two years. Mountain Picassos are distinctive images and figures carved into aspen trees of the Great Basin's high country meadows by bask sheep herders during the first half of the 20<sup>th</sup> Century. There was a list of where these will be and when they will appear there throughout the state. This is a great opportunity to see this exhibit as it tours the state.

That concludes my report. The highlights of my report for today, thank you Chair.

CARANO: Thank you Julia. Do we have any questions for the Arts and Culture? No? Okay. So, Peter from the Division of Museums and History.

BARTON: Good afternoon. For the record, Peter Barton. I begin with a word of personal and professional gratitude to Director Vecchio and this body for your support of museums through the actions of the Interim Finance Committee in August, we were able to move forward two projects that are critical to museums. One develops new visitor facilities at the very successful Boulder City Railroad Museum, which sits on the threshold of major new development as the I-11 project is concluded. We will be reconnected by rail to Downtown Las Vegas for the first time in 30 years, creating all sorts of new opportunities for that museum which continues to demonstrate the strongest growth in our system. We've exceed 45,000 riders per year at this point. The growth over the last 15 years, since the museum opened. The other project supports the development of additional museum collection storage facilities. We are chronically short of space to store museum collections. Our Indian Hills facility here in Carson City will move toward expanding that facility with some design work. For both of these projects, we're not seeking to burden the State of Nevada with the entire cost of capital development. We're actually propelling these projects forward through design to enable us to identify and partner with other stakeholders for the developments.



After 40 years in museums, I would say that I've come to conclude that at the core, museums are incubators for memory. We stimulate memory, we inspire memory, we create new memories and we feed memories.

Let me take you on just a very short, very brief little memory. It was the summer of 1938 when District Judge, Clark Joseph Guild was walking along North Carson Street to get his morning newspapers. In a dark and dirty window in front of the former US Mint Building he saw a sign that said, for sale. He copied down the phone number, made a call and found out the building was available for \$6,000. It took Clark Guild over two years to raise the \$6,000 but he bought the building and created the Nevada State Museum. It opened to the public on October 31<sup>st</sup>, Nevada Day, 1941. This year, it celebrates its 75<sup>th</sup> birthday on Friday, October the 28<sup>th</sup> with a day long, in fact weekend long series of celebrations to honor the memories that it has stimulated, inspired, created and fed over the last 75 years.

Judge Guild was an educator and a visionary. In 1953, he created the nation's first true mobile museum. A little air stream like trailer that was towed to every single one of Nevada's 99 schools until the mid-1960s when Nevada's growth prevented them to visit every school every year. He left a legacy after 20 years that continues to grow. We certainly want to invite you all to consider coming and visiting us on October 28<sup>th</sup>, the daylong celebration. We expect the Governor will participate. The Guild and Russell families who have meant so much to the museum over its 75 years will be there. Judge Guild's grandson, Joe Guild, many of you may know his, he's a rancher and a lobbyist, has just published a book, self-published book called Seasons of the Ranch, the Great Basin. This is one of the most moving books I have read since the Laxalt books about Nevada. This is incredible. If you see it, pick it up, it's a wonderful book.

With that, I think that's the updates. 75 years, we're celebrating that. We're celebrating a victory with Claudia's help to move some museum projects forward. Thank you.

CARANO: Thank you. I appreciate the railroad museums and maybe we'll get more funds for those, right? Okay. Now we have Sherry Rupert from the Indian Commission.

RUPERT: Good afternoon everyone. I too, want to thank you for your support at the IFC meeting in August, we really appreciate it. Thanks to you Claudia also. As you know or many of you know, I am the Director of Indian Affairs for the State of Nevada. One of the components that we work really hard on is tourism. A big part of that is through the preservation of the Stewart Indian School here in Carson City. I'll start with that.

We have several projects going, coming out of that IFC Meeting. Through that IFC meeting we were able to add additional funds for an enhanced master plan of the Stewart facility. We are working on that. That will now include an interpretative plan, a marketing plan and a business plan; which it didn't before. We're really excited about that.

There's also funding in there to hire an oral historian to move forward with the National Historic Landmark Designation or an application for designation of the Stewart Indian School. That is moving forward as well. We were able to go ahead and draft that RFP. I believe that has been sent out to six different parties.

Funding was provided for renovation of Building 4, out at Stewart. There are over 80 buildings out at the Indian School on 110 acres. Building 4 sits right behind the building that the Nevada Indian Commission is housed in and that will accommodate two new staff coming on board after October 1<sup>st</sup>. We received funding for two additional staff, a Museum Director and a Curator which will staff the cultural center there and they will be housed in that building. They'll have a home, which is great.

One other project that we're working on is the oral history project for Stewart. We received some grant funding from the NV150 Foundation to do 15 complete oral histories of former alumni of the school. We developed the RFP and sent that out and awarded that to Terry McBride. She's a local ethnographer and anthropologist, has some really great experience in working with tribes and tribal people and has participated for many years—I'm going to say 9-10 years, alongside the Commission with Stewart and with the alumni. She's got some great existing relationships that she can utilize for that particular project as well.

As you know, I'm the Chair of the Indian Territory. We are working on our Nevada Tribal Tourism Conference coming up in April 2017. That will take place in Ely, Nevada. We are doing that in collaboration with the Ely Shoshone Tribe. I'm really excited about that because I think Larry talked about the Great Basin National Park and how important that is to the area there. That really ties in with what's happening on the national level.

I'm the President of the Board of Directors for the American Indian Alaska Native Tourism Association and one of the projects we've really gotten a lot of recognition for from the Park Service is the project at the Grand Canyon. It's the Desert View Watchtower Project where National Park Service has collaborated with IANTA and we have brought forth the 11 tribes of the Grand Canyon to provide interpretation at the Desert View area.

In going to Ely and incorporating the Great Basin National Park into the Mobile Workshop that we're doing, I'm hoping to invite IANTA, their public lands person and begin the discussions about bringing more tribal interpretation to that park. I'm hoping that model will transcend to Nevada. We can share that with the rest of the nation as well.

I think I've mentioned in this forum the NATIVE Act. The Native American Tourism and Improving Visitor Experience Act. That Act had great support from our congressional delegation here in Nevada, as well as from the Western States Tourism Policy Council. I wanted to congratulate Claudia on being the new Chair of that group. Great support from industry, great support from tribes on this Act. It was passed through the Senate June 2016. It just passed through the House on September 12, 2016. It's on its way to the President's desk for signature. There was a lot of advocating on behalf of the Act and educating our congressional representatives. What that will do is to really change access for tribes to the tourism industry. I'm really excited about the implementation of that and IANTA will work toward that. We're going to include a lot of that information on implementation of that Act in our tourism conference here in Nevada. We want our tribes to be more involved in the tourism industry. I think that the NATIVE Act will help to do that. Will help to get our tribes more involved.

We just had our annual National Tribal Tourism Conference up in Tulalip Washington, in Washington State. Beautiful resort that the Tualalip have up there. We were able to rollout our Cultural Heritage Tourism Certificate Program. We had our first class up there. It was overwhelming attendance. We had a waiting list. That's something too that I'd like to bring here to Nevada and to our tribes here, to build our industry professionals here in the state. That was in collaboration with the George Washington University out of Washington DC.

I will be attending the Global Tourism Summit. I think that's all I have as far as tourism. Thank you.

CARANO:

You're a busy lady. Thank you very much. Does anybody have any questions? Okay, thank you Sherry, tremendous. I urge everyone to go out and visit the Stewart Indian School, it's just amazing. Great history.

## Public Comment

I think that now we are finished with our agenda. Do we have public comment? On the phone? I think Las Vegas is empty. Anybody in Carson City? Seeing none. We have Commissioner Comments.

## Commissioner Comments

NEWMAN: This is Don Newman, I have a couple of things I'd like to bring up, if I may Cindy.

CARANO: Okay, I was ready—there you go Don.

NEWMAN: Okay, in the very back of your packet, you'll see a photograph that was recently taken last week at the World Human Powered Speed Challenge. This is a—I'll call them bicycles for lack of better definition. They're far from a bicycle but this was the international entourage that was in Battle Mountain for this event. Over 11 international teams were there in Battle Mountain. There was, I believe 24 teams altogether, many representing universities and private individual groups that had graduated from universities that wanted to continue with this effort.

A land speed record was established at this past week's event. They raised the bar, a team from Canada set a record of 89.5 mile per hour. Again, human powered. It's just incredible. It's a four-mile long track that's actually out on SR-305, about eight miles outside of Battle Mountain.

Larry travels all over the world and lo and behold, we found him in Battle Mountain with Kari Frilot. Again, he was able to welcome all of the 11 teams in their native language, which was a big hit for everybody. Just an incredible event. There's so much potential for this to grow and projects to come out of this. They're looking to build a track that could do some testing as well as solar testing. All sorts of opportunities. Just an amazing event.

I just want to say there was a film crew from Japan that was following the Japanese team. There was actually a film crew from Al Jazeera Network that was there covering the event. The international media, again in Battle Mountain, it was just phenomenal.

Again, kudos to Paula Tomera and the folks there in Battle Mountain. This is the 15<sup>th</sup> Annual Event. If you get a chance to go out there next year, don't miss it because it was just amazing.

Larry, I would turn it over to you. I don't know if we have that commercial. There was a brief commercial we thought we might be able to show. Is that going to happen Larry?

**FRIEDMAN:** I think we'll have to send it to the Commissioners, but it's a great commercial. It was funded by the Grant Program. It ran a lot in the Reno area, during the news. Personally, I was very proud because in Battle Mountain, it showed 11 countries participating in this event.

Like Don said, 24 teams from 11 countries. The thing about Al Jazeera, just an example of how global the media attention was for the event. If we can, I'd love to send the Al Jazeera report and the commercial to the Commissioners.

Don, thank you very much for talking about it. Battle Mountain had a lot to be proud of.

**NEWMAN:** Oh, absolutely. It was a phenomenal event. Again, the Canadian team set a record, 89.5. The French set the women's record at 75.6 miles per hour. This is somebody pedaling a contraption that looks like an egg going down the flat stretch of road. Just Google Battle Mountain Bicycle and this will pop up. There's about 15 different media sources that covered it. Tremendous coverage and just amazing international event. Again, hats off to Battle Mountain.

**SANTOS:** Hey Larry, what was your speed?

**FRIEDMAN:** [laughs] Oh, sorry, a little faster than Don Newman.

**CARANO:** Thank you Don. Any other Commissioner comments? Hearing none.

#### **Upcoming Meetings**

We have upcoming meetings. The full Commission Meeting will be on October 11<sup>th</sup> at the Governor's Global Tourism Summit at 11:30 AM in the Grand Sierra Resort. Also, we'll have a telephone conference meeting on December 14<sup>th</sup> at 1:00 PM.

#### **Public Comment**

**CARANO:** Now, any public comment, besides that? Okay, hearing none. Take a motion for adjournment.

WAGNON: I'll move to adjourn the meeting.

SANTOS: Second.

CARANO: All those in favor.

GROUP: (Ayes around)

CARANO: Here I get to use the gavel, meeting adjourned.

The meeting adjourned at 3:33 p.m.

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

## **Addendum A**

### **Nevada Arts Council A Very Brief Report: Nevada Commission on Tourism September, 2016**

The Nevada Arts Council (NAC) is thrilled to receive an additional \$267,254 for its FY17 budget, thanks to an increase in lodging tax receipts. The majority of these dollars, \$207,254, will increase grant support for this year's breadth of arts and cultural activities (performing arts series, exhibitions, festivals, workshops, lectures) of 89 grantee organizations in Boulder City, Carson City, Carson Valley, Elko, Eureka, Fallon, Henderson, Incline Village Mesquite, Virginia City, Winnemucca and Yerington, in addition to communities in the Las Vegas Valley and Truckee Meadows.

NAC grant recipients routinely send personal correspondence to state legislators, the Governor, and members of the Nevada Congressional Delegation to explain the significance and value of these awards for their programs and audiences. For this one-time additional funding, grant recipients will be sending a similar letter to the Chair of the Nevada Commission on Tourism.

The remainder of this allocation will support NAC's 50<sup>th</sup> Anniversary activities in 2017, including an awards ceremony, a new traveling exhibition for the Nevada Touring Initiative, and a documentary video featuring six decades of the Artist Fellowship Program.

#### **Arts Town Meetings Hit the Road**

What does a community "rich in art" look like? This fall, NAC launches a series of thirteen public Arts Town Meetings (ATMs) and nearly a dozen focus group discussions in urban and rural communities across Nevada to explore the Silver State's "state of the arts." NAC's planning process is an interactive initiative designed to assess the needs of Nevada's communities, maintain active partnerships with communities and stakeholders, and update the agency's strategic plan, *Values & Vision*.

ATM host communities include Carson City, Elko, Ely, Fallon, Henderson, Las Vegas, Moapa Valley, North Las Vegas, Pahrump, Reno, Tonopah, Winnemucca and Yerington. Focus Group discussions are planned for Fernley, Hawthorne, Minden/Gardnerville and Virginia City. ATM schedule through October:

- **Reno – Friday, September 30, 2016, 9-11am; McKinley Arts and Culture Center – Co-sponsors: City of Reno Arts and Culture Commission, Sierra Arts Foundation**

- **Pahrump** – Tuesday, October 4, 2016; 6-7:30pm; Pahrump Community Library – Sponsor: Pahrump Arts Council
- **Moapa Valley** – Thursday, October 6, 2016; 4-5:30pm; Moapa Valley Community Center – Sponsor: Moapa Valley Revitalization Project
- **Tonopah** – Thursday, October 18, 2016; 6-7:30pm; Tonopah Library – Sponsor: Town of Tonopah
- **Ely** – Wednesday, October 19, 2016; 5:30-7pm; Ely Art Bank – Co-sponsors: Bristlecone Arts, Ely Renaissance Society
- **Carson City** – Tuesday, October 25, 2016; 5:30-7pm; Brewery Arts Center – Sponsor: Carson City Visitors Bureau, Brewery Arts Center

#### ***Tilting the Basin* Features Artist Fellowship Recipients**

*Tilting the Basin*, Nevada Museum of Art's exhibition, curated by JoAnne Northrup of NMA and Las Vegas-based consultant Michele Quinn, features more than 30 of Nevada's brightest artists. NAC is proud to be a funder of this important exhibit, and delighted that 21 of the 30 participating artists have been recognized with Artist Fellowships and/or received Jackpot Grants to support their work.

#### **Nevada Students Create Ornaments for National Tree Lighting Celebration**

Ornaments created by Las Vegas students, working with artist Roz Knight and the City of the World arts organization, will be displayed at the 94<sup>th</sup> Annual National Tree Lighting celebration in President's Park on the Ellipse in Washington, D.C. The National Park Service works with state arts agencies to coordinate this component of the national event that features 56 smaller Christmas trees representing all U.S. states and territories. Student ornaments will be recognized with signage, on the website, and in the National Christmas Tree Lighting event program.

#### **NAC Welcomes New Board Member**

Governor Brian Sandoval has appointed Joe O'Neill, Theatre Program specialist for the City of Las Vegas Office of Cultural Affairs, to the NAC Board. O'Neill entered the world of arts administration at the Reed Whipple Cultural Center, and as teaching artist with The Smith Center of Performing Arts, after a career dancing with Walt Disney World Entertainment. In his current position, he coordinates cultural festivals and performing arts events for the City's Arts Connection Program. He replaces Phil Hooper, who stepped off the board to attend Divinity School in Berkeley, CA and pursue a path of service in the Episcopal Church.

#### **Losses to Nevada's Arts and Cultural Community**

The State lost three cultural treasures recently:

- **Dr. Michael E. Cleveland** – professor and Department Chair of the UNR School of Music, former president of the Nevada Music Educators Association, and founder of the Sierra Women's Ensemble, now known as Bella Voce.



- Marilee Swirczek – writer, founder of Lone Mountain Writers, faculty member at Western Nevada College, and the driving force behind the highly acclaimed “Always Lost: A Meditation on War” photo exhibition.
- Lynn Rubel – opera singer, pianist, educator, and co-founder and executive director of Elko’s Northern Nevada Concert Orchestra now known as Ruby Mountain Symphony, which held its first concert in 1987.

### **Nevada Touring Initiative**

The Nevada Touring Initiative (NTI) is touring its newest exhibit, *The Mountain Picassos: Basque Arboglyphs of the Great Basin*, for the next two years. “Mountain Picassos” are distinctive images and figures carved into aspen trees of the Great Basin’s high country meadows by Basque sheepherders during the first half of the 20th century. NTI exhibitions “on the road” through the end of year include:

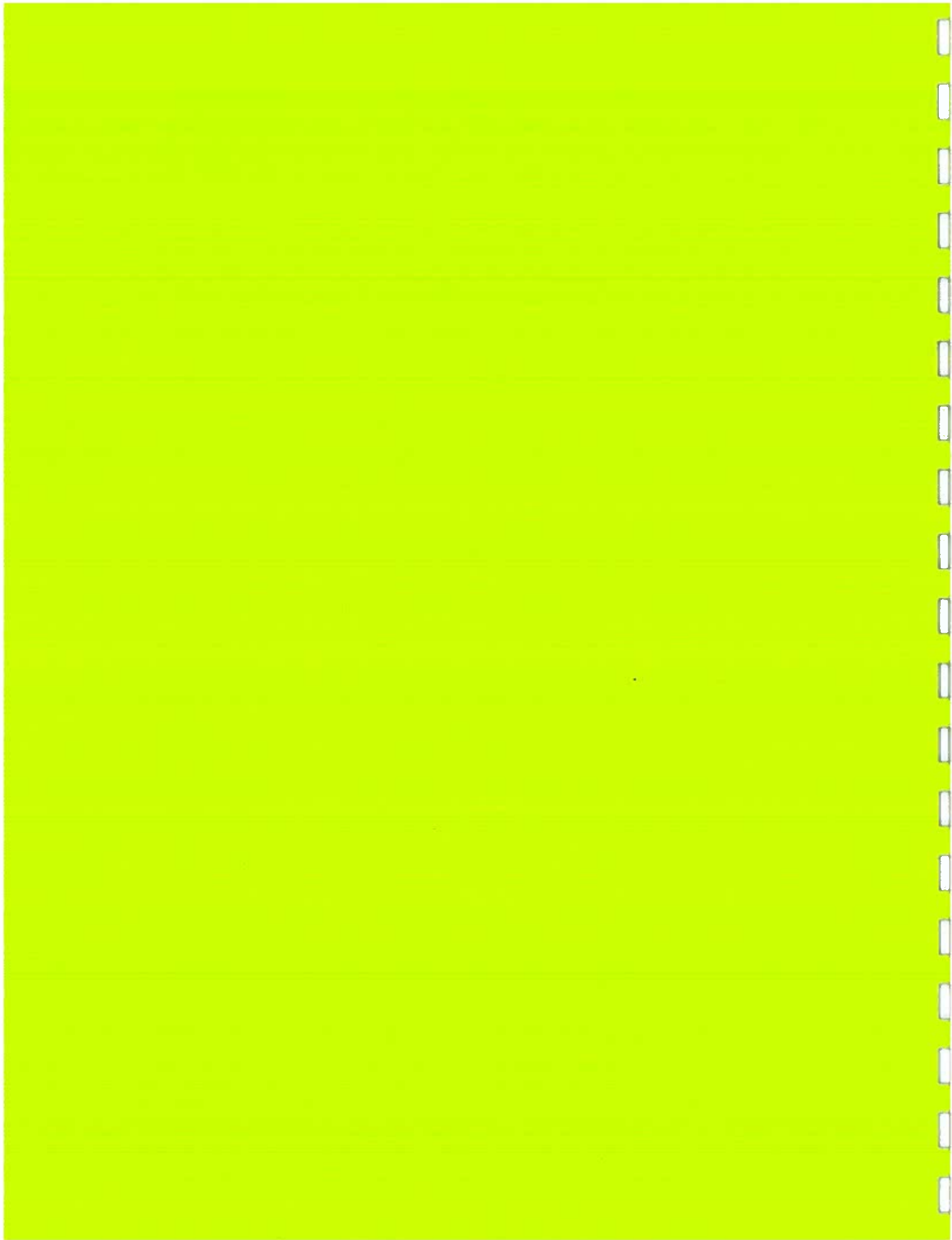
- Thru Sept 30 | *Mountain Picassos: Basque Arboglyphs of the Great Basin* – Pershing County Library, Lovelock
- Thru Oct 15 | *Words + Images: Broadides from the Black Rock Press* – Western Nevada College
- Thru Oct 21 | *Panorama: Selections from Nevada Arts Council's Artist Fellowship Program* – Sheppard Contemporary Gallery, UNR, Reno
- Thru Oct 31 | *Honest Horses: A Portrait of the Mustang in the Great Basin* – South Valleys Library, Reno
- Thru Nov 17 | *A Brushwork Roundup: Western Paintings and Drawings by Craig Sheppard* – TMCC, Reno
- Oct 10 – Dec 2 | *Mountain Picassos: Basque Arboglyphs of the Great Basin* – Courthouse Gallery, Eureka



October 11, 2016  
Commission Meeting

Draft Minutes  
For Approval

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**MINUTES of the NEVADA COMMISSION ON TOURISM**  
**October 11, 2016**

The Nevada Commission on Tourism held a Commission meeting at 12:00 p.m. on October 11, 2016, at the Grand Sierra Resort, 2500 E. Second Street, Reno, NV 89595 and by phone conference.

**Call to Order**

Vice Chair Carano called the meeting to order at 12:12 p.m.

**Commissioners Present:**

Cindy Carano, Vice Chair

Ryan Sheltra

Jennifer Cunningham

Don Newman

Herb Santos, Jr.

John Wagnon

Julia Arger

Dallas Haun

Mike Vaswani

Bob Stoldal

**Commissioners who are absent/excused:**

Lieutenant Governor Mark A. Hutchison, Chair

Richard Arnold

Bob Morse

Rossi Ralenkotter

**Staff present:**

Claudia Vecchio, Director

Henna Rasul, DAG

**Roll Call and Determination of Quorum**

CARANO: Good afternoon and welcome to the Nevada Commission on Tourism, Commission Meeting for October 11, 2016. I am Cindy Carano, Vice-Chair of the Commission and I'd like to call roll.

Lieutenant Governor Hutchison is not in attendance due to the Special Session down in Carson City for the Las Vegas Room Tax, very important. Bob Morse, not able to attend. Jennifer Cunningham?

CUNNINGHAM: Present.

CARANO: Dallas Haun?

HAUN: Present.

CARANO: On the phone. Don Newman?

NEWMAN: Present.

CARANO: Rossi Ralenkotter? Not able to attend. Herb Santos?

SANTOS: Here.

CARANO: Ryan Sheltra?

SHELTRA: Present.

CARANO: Mike Vaswani?

VASWANI: On the phone.

CARANO: Great. And John Wagnon?

WAGNON: Here.

CARANO: Julia Arger?

ARGER: Here by phone.

CARANO: Thank you. Richard Arnold? Bob Stoldal?

STOLDAL: Present.

CARANO: Great. We have a quorum. We have some changes to the Agenda, is that correct?

VECCHIO: Yes, this is Claudia Vecchio for the record. Within Item 3, Presentations, we'll move the Nevada Museum of Art Presentation first so they can do their presentation before we do the international presentations.

**Public Comment**

CARANO: Great. Any objections? Seeing none. Okay. It's time for public comment. Do we have any public comment? Any on the phone? Hearing none.

**Presentations**

STOLDAL: We can hear the Chair very clearly but we're unable to hear the previous person speaking.

CARANO: That was Claudia, thank you Bob. Claudia was mentioning that we're going to move the presentation for the Nevada Museum of Art in front of the International Tourism Presentations.

STOLDAL: Thank you.

CARANO: We will work on the technical. David Walker, from the Nevada Museum of Art. Thank you.

WALKER: Thank you Vice-Chair Carano and thank you.

CARANO: Bob, can you hear him?

STOLDAL: Yes, thank you.

WALKER: Thank you Commissioners. This will be the third time I've had the pleasure of presenting to you. We have a little something for you that Mary Ann McAuliffe is going to hand out while we get our clicker in place.

We have a little update on 7 Magic Mountains in Las Vegas. The big project that we're here to talk about today. We will get started with a short video.

So, that's kind of fun huh, to see how that all came together. During the five years it took to produce this extraordinary project and obviously it's become an international pop icon in our culture, we're fortunate to have many partners and many financial supporters. I want to thank the Nevada Commission on Tourism for your early interest and support in the project. You gave us a lot of confidence to move forward with the project.

Here at the ribbon cutting ceremony, Clark County Commission Chairman Steve Sisolak is handing 7 Magic Mountains artist, Ugo Rondinone the key to the Las Vegas Strip. Obviously he was thrilled and surprised. Jim Murren there, Chairman of

MGM is smiling but later in his remarks wondered why he doesn't have a key to the Las Vegas Strip.

As you know, this public art installation resides on BLM land, just south of Las Vegas. It's also within Clark County and we were very happy to work with John Ruhs, the Nevada State Director of BLM and also with Commissioner Steve Sisolak to make this possible.

Some of you expressed concerns about safety when we presented to you in 2014 and 2015 and we took those concerns very seriously. Working closely with Las Vegas Paving Corporation, we did create a significant parking lot that can accommodate 30-40 cars at any given time. By the way, that's full most of the time. We also installed a left-hand turn lane going southbound on Las Vegas Boulevard, into the parking lot, alleviating any potential for collisions for those motorists heading south. Then of course, we worked closely with the Nevada Department of Transportation and they installed some wonderful signs up and down Highway 15. We worked with these organizations to make sure that safety was a top priority.

Finally, we have also worked with law enforcement, down in the Las Vegas area. Specifically with the Nevada Highway Patrol. They now get off the highway in Jean and come up Las Vegas Boulevard and they make regular stops throughout the day, throughout the evening, just to have their presence felt there.

Now, we have been very fortunate that we have had no incidents in connection with this project since it opened on May 10<sup>th</sup>. The only high profile incident was the vandalism by graffiti, which seemed to get as much attention as the piece itself when it opened. We're happy to report that within 24 hours, we were able to fix that problem. It only took three hours to do so.

This is Nevada limestone, these boulders. We have anticipated that they could be vandalized by graffiti and so they are coated with an anti-graffiti coating and this allows us to remove graffiti very quickly. However, we're convinced that it was a Californian who came in and sprayed these boulders, because Nevadans have grown to love this piece. They have embraced it. They have reverence for it. Actually there are many, many, many of them out there on a regular basis, just patrolling the installation, making sure there's no "hanky panky", picking up trash and also reporting anything that looks suspicious to the Nevada Museum of Art.

We're really grateful for that. Also, I should say that Republic Services in Las Vegas has provided the trash receptacle in the parking lot and on a pro bono basis is also doing all of the trash hauling for us every week. This is a two-year donation. Just another way you can see the community pitching in here.



Clearly 7 Magic Mountains has elevated the brand of Las Vegas and Nevada, but what you really want to hear about today is the extraordinary attention Nevada has received since the May 10<sup>th</sup> opening. I'd like to now introduce to you the talented person who is responsible for this success. She is Amanda Horn, the Nevada Museum of Arts, Director of Communications. Amanda?

HORN:

Thank you David. Before I get into the media report, I'm going to put on your table up there the press book just from the opening press. This is really just a snapshot of what we received in the first week of opening. I made a couple of copies there for you to thumb through after the presentation today.

About three weeks after 7 Magic Mountains opened, we received a call from the Editorial Board of the New York Times to let us know that in all of their years they had never seen an artwork or exhibition receive the international buzz that 7 Magic Mountains has since the opening. It's pretty phenomenal just to get a call from the Editorial Board because we're like on texting basis anyway now, which is amazing, but to hear that sort of response was more than we could've possibly dreamed of.

The logos you see here on the slide represent only a small fraction of the more than 500 earned media placements around the globe that 7 Magic Mountains has received since the May 10<sup>th</sup> opening and it still continues. These top tier media that you see here before you represent not just listings or mentions, but feature stories.

The onslaught of the media coverage kicked off with a major Sunday feature in the New York Times by the Arts Writer, Randy Kennedy, with whom I had the pleasure of spending two full days. He flew to Reno, we spent a day at the museum. He interviewed David. We drove to Las Vegas. We went through all of the places on that long road to Las Vegas. Then we spent a full day in Las Vegas with the artist at 7 Magic Mountains.

I just received word this morning that a long awaited piece that we've been waiting for with CBS Sunday Morning is on the schedule for this Sunday, which is incredible. They just kicked off their new season. As you may know, Jane Pauley is now the new anchor and it's on the schedule. As we know, those are familiar with media, that can always change last minute, but the producer let me know just before I came here today that it is on the schedule. That's incredible. That alone is the biggest news magazine show in the United States and for art or culture, there is no other slam dunk than CBS Sunday Morning. Again, it not only features 7 Magic Mountains but they also spent a day at the Museum. Again, it's two places. It's showing you both Reno and Las Vegas, the Nevada Museum of Art as well as 7 Magic Mountains.

I'm reminded of something Clark County Commission Chair Steve Sisolak said when we first began speaking to him about this project. He said, that 7 Magic Mountains would be more famous than the Welcome to Las Vegas Sign. Well, a recent feature on the Discovery Channel's Canadian based show, the Daily Planet said verbatim, that 7 Magic Mountains is the new unofficial welcome sign for Las Vegas. Chairman Sisolak, I think that we've achieved what you had imagined.

Stories have appeared around the world. The UK, Belgium, the Netherlands, Germany, France, Italy, Switzerland, Sweden, China, Japan, South Korea, Thailand, India, Mexico, Brazil, Canada and Australia, just to name a few countries. Speaking of Australia, we have just learned that in the November issue, 7 Magic Mountains will be featured on the cover of Qantas Airlines in-flight magazine. Which as you know, is the airline of Australia. Again, another incredible slam dunk. And it does look beautiful on a cover, I must say. This is *Juxtapose Magazine*, which is an art magazine, this is this month's issue. Just to keep bragging because it's so cool, this is one of the luxury Asian publications that featured 7 Magic Mountains and they actually gave it about 10-pages of real estate. They included behind the scenes images as well. It's truly a beautiful and incredible spread. This is just a couple here.

To summarize, there have been across multiple vertical markets, so travel, luxury, mainstream news, fashion, art, academic publications, science and lifestyle to name a few. We have received over 500 earned media placements since opening May 10<sup>th</sup>. A total TV audience of 4.3 million to date, and of course, when CBS Sunday Morning comes up, that will raise that by about 6 million, so that's pretty awesome. A total estimated online news visitors to date, 150,574,715. The exhibition was also just included in a round-up at the United Nations, as part of a feature exhibition they have called Future Forest. I mean, really, I could go on but why brag, right?

With social media too, I want to hit on a few highlights. Truly, this is where aside from the incredible earned media placements that we have just talked about that you can really see the success. For public art, which is truly there for the public, for people to embrace, to take ownership of, to enjoy and to really believe in it as their own, social media is where you're going to see if that is successful or not.

The hashtags #7MagicMountains and #SevenMagicMountains, have already a combine average of more than 300 mentions per month on Twitter since the opening and it continues to aggregate and escalate as we continue to be open. There so far have been more than 280,000 likes on Instagram since the opening with incredible engagement, averaging almost 3,000 comments per month, which for four months is pretty awesome. We have so far about a combine hashtag usage

on Instagram of over 16,000 and counting. We actually, at the gallery in the Nevada Museum of Art, we made an interpretation center so that people here in the North could connect with this project in the South. We have some of the objects from our archive because we do now own this archive as part of our Center for Art and Environment Archive Collections. We have a live, real-time Instagram and Twitter feed on the wall because we just thought it was so incredible to see how frequently people engage with us whenever they go out to 7 Magic Mountains.

Speaking of visitor engagement. Over the summer months, which as you know in Las Vegas, it is hot in the summer. Even still, with it being as hot as it is, there have been an estimated 600 to 1,000 visitors per day at the exhibition visiting which is phenomenal. As the weather begins to cool, this is only going to continue to increase.

Now, we've so far had to use anecdotal evidence correlated with what we see, snapshots in the parking lot which is full at any given time. As well as, using social media as our marker for how many people are visiting and what kinds of pictures they take, because you can see it. The parking lot is constantly full.

There has been at least one engagement that we know of, because it went viral on social media. There has been a couple that flew from Canada to have a wedding there because they emailed me asking permission, if they could do so. There have been maternity photos taken. Famous dogs of Instagram, famous moms of Instagram, posing their children there. Famous pop icons like DJ Tiesto who is a pretty big deal. Jay-Z and Beyonce as well, have visited and Tweeted about it. We've even given a private tour to British royalty, Princess Eugenie, who I've learned is the daughter of Duchess of York and Prince Andrew.

My phone number for better or worse is the number that's associated on Google with Seven Magic Mountain, so I can tell you, just even the people that are lost, I get about 20 calls per day. I've stopped answering when I see numbers come through and I just send people to the website.

Really, it has been just a phenomenal success. We knew it was going to be incredible, but I don't know that any of us could've anticipated that it would be this successful. It really just continues to increase in popularity. Thank you.

CARANO: Thank you.

WALKER: Okay, we're almost done. I know we all take great pride and success in this monumental achievement. I should also say that although this is not the purview of the Commission, we are also heavily engaged in Las Vegas with the Clark County

Schools, lesson plans, curriculum, working with all the teachers throughout this large school district. We also have a range of exhibitions that are on view and are coming online in the next two years. Also a lot of public programming. We're really engaging the Las Vegas Valley, the community in the arts at large and this 7 Magic Mountains Project is really kind of an icon that's gotten everybody's imagination excited about the future of the visual arts.

The Nevada Museum of Art here in Reno contributed nearly \$500,000 to this project over the last five years. We also raised an additional \$2.6M. Last year, we were grateful to receive a check in the amount of \$100,000 from the Nevada Commission on Tourism to help us with this project.

Unfortunately we still have about a \$350,000 deficit that we're trying to close right now. This is largely related to left-hand turn lanes and other infrastructure that was not in the original thinking. It's important to note that the Nevada Museum of Art, unlike many of the wonderful events that you sponsor throughout the year, this is a free program. There is no revenue to be gained by the Nevada Museum of Arts. This has been a labor of love and a very intense project that is taking a lot of our time in addition to money. We would greatly appreciate your considering another gift this year or donation in the amount of \$150,000. That would be tremendously helpful in helping us close this \$350,000 gap. For this potential total \$250,000 contribution from the Nevada Commission on Tourism, I'd like to offer up our new Sky Room, on the roof of the Nevada Museum of Art. I think most of you have seen it. We would like to offer this to you as a benefit to hold one of your wonderful meetings, whatever you want to do with it. It's a great way to show off Northern Nevada and it's ready to go. With that, I thank you very much.

CARANO: Thank you David. Do we have any questions from the Commission?

CUNNINGHAM: I have a comment.

CARANO: Okay, Jennifer.

CUNNINGHAM: David, I would just like to acknowledge and applaud you and your team for increasing awareness of the arts and culture in our State. It's something in Northern Nevada that we're trying to capitalize on but you've really made the State smaller and helped us to partner with Southern Nevada and the other territories, so thank you, great work.

WALKER: Thank you very much.

CARANO: Thank you. Ryan?

SHELTRA: A question for Amanda or perhaps David, you may be able to answer this. Tremendous amount of media coverage. Congratulations. That's absolutely fantastic. Have you put a dollar value to the exposure that you've brought to the State?

HORN: Working on it.

SHELTRA: That's something that we do a lot, right?

HORN: Right.

SHELTRA: That number is going to be very, very high. In my wildest dreams, David, when you came and first presented to us, I didn't see this. I didn't have the vision to see this kind of success. It is tremendous. I am sure Claudia will be bringing something forward to us, but I definitely would be supportive of additional funds to this project.

HORN: Thank you so much.

WALKER: Thank you Ryan.

HORN: I can say, as a snapshot from the media aggregated that I used, currently it's trending at a few hundred thousand dollars for the publicity value but I don't have an exact figure to give you which is why I'm hesitant to say at this juncture.

SHELTRA: If you ask our staff, that kind of coverage, this is millions.

HORN: That's why I said, it's not a perfect report yet.

WALKER: This is one area where we're not expertise in it and so, any assistance and counsel, we'd greatly appreciate.

CARANO: We may be able to offer up some assistance with that. Don?

NEWMAN: I echo Ryan's comments. You know, the first time we saw the vision and some of the comments you hear from time to time is, anybody can go out in the desert and stack rocks and paint them like that. Again, it's the whole concept. In the presentation you showed the efforts that went into making something like this a reality. The visitation is important, the "Welcome to Las Vegas" sign I will defend and say, the visitation there is quite spectacular. The coverage that you show, the presentation that you gave us, you can't buy that. If we did have to put a price on

that, I would have to say the ask is very much worth the reward. It's risk and reward and we've been rewarded. Good job and we'll see where we can go budget wise once we run the numbers.

CARANO: Comments?

SANTOS: I was just going to ask, with the amount of folks that are enjoying it, is there anything thought of extending for more than two years?

WALKER: We have had a very good conversation with the BLM. You can imagine your early feelings about the project, the BLM wanted this to go away. I think it turned out to be a very positive story for the BLM. John Ruhs, who is the new State Director is a great guy. He's very open to extending the special permit lease on the project if that's something we'd like to do down the road. It could have a much longer life in the area.

SANTOS: Is that the consensus is from you folks, that you'd like to extend it?

WALKER: I think our sense and we're talking to a lot of folks in Las Vegas, this piece should stay somewhere in Las Vegas forever. I think it's an icon. It's part of popular culture. I think we would like to move it out of the desert, out of BLM land eventually and see it in the City of Las Vegas.

SANTOS: Maybe at a new football stadium?

WALKER: We'll know more tomorrow.

CARANO: John, any comments?

WAGNON: Just echoing what the other Commissioners have said about the kind of leap of faith that we took. It takes a lot of vision to see that original presentation and see how this is going to work, but I mean, incredibly impressive in the results. Obviously the artist has a lot to do with drawing that kind of exposure. Impressive coverage and numbers. Great investment on our part.

CARANO: Thank you. Anyone on the phone that would like to comment?

ARGER: Yes. This is Julia Arger. I also want to add my kudos and congratulations to you David and to Amanda and your whole team. I think it's a perfect example of how art and culture can enhance the tourism picture in our State and how the North and the South can collaborate and we all benefit. Thank you so much.

WALKER: Thank you Julia.

STOLDAL: Bob Stoldal, Las Vegas.

CARANO: Yes Bob.

STOLDAL: I know we're the Commission on Tourism but this piece of artwork is also important to the citizens. It says a lot about who we are and I know it brings in tourism, but it's really an important piece of art for all of us that live here.

CARANO: I agree. This is Cindy Carano. In Reno, we have been working on public art and getting the sculptures from Burning Man. This kind of looks like a little Burning Man. Maybe it might find its way up there.

The *Qantas Magazine* is amazing. We have a delegation here from Australia. To see the international interest in something like that, is where we would go. David, I have to say, we like those Californians, we're very grateful for them.

I saw that Abbi is interested in helping you quantify your returns because it's going to be much higher than you think, I believe. Any other questions, Claudia? No. Oh, one more question from Don Newman.

NEWMAN: Real quick. The ask or the deficit of \$350,000, at the end of the two years or if we extend that a little bit longer, is the reclamation in that budget?

WALKER: Yes, everything.

CARANO: Great. Well, congratulations and I am one of those that was a little skeptical, as I told you. I will go see it, I promise.

WALKER: Great, thank you very much.

HORN: Thank you.

CARANO: Okay. Thank you, Claudia.

VECCHIO: This is Claudia Vecchio for the record. It wasn't on the agenda today as an action item because I didn't know how you all would react to this and I'm thrilled you're excited about what this team has done. I think it's an incredible opportunity for us. We always knew it would have international appeal, so I'm thrilled that it has gone beyond our expectations on that one.

What we'll do now is we'll have the Museum folks put together an actual proposal that we can present at our December meeting. We'll have a teleconference in December, which is for the Grants Review, but this is sort of an appropriate addition to that. We'll have that for your action as an action item in December.

CARANO: Great. Thank you.

SANTOS: Can I ask a question?

CARANO: One more question from Herb Santos.

SANTOS: Thanks. If we're going to vote on that, can we maybe get those numbers as to what the value is of the media coverage that we did receive?

VECCHIO: Absolutely.

CARANO: Yes, Abbi is saying—slam dunk.

SANTOS: Thank you.

CARANO: They're texting. Great, thank you. Next item on the Agenda.

VECCHIO: Terrific. This is Claudia Vecchio again. We are thrilled, as you can tell, we have a tremendous audience with us today. Many of our incredible Nevada tourism partners are here for the Global Tourism Summit. Thank you all for being here and for supporting what we're doing.

We also, at this particular meeting, have the incredible opportunity to hear from our international representatives. Today we are a quieter room because our great colleague and friend, Larry Friedman is not with us today. A little less joy in the room today, but Larry is recovering from surgery and of course, his health comes first. We wish him all the very best. Filling in for Larry today, David Lusvardi. David will introduce the international representatives here today to provide a brief market overview and some of the activities that they're doing. David, take it away.

LUSVARDI: Thank you. Good afternoon Commissioners. I'm David Lusvardi with the Division of Tourism, Sales Manager for Latin America and Australia/New Zealand. Four of our markets have new representative companies. Those four company representatives will be speaking to you today. This is the order:

From Australia, we have Corey Marshall with Canuckiwi. From Brazil, Jason Schulke with Wolf Propaganda. From China, Alina Xiang with East West Marketing



Corporation. Fourth is India, Sheema Vohra with Sartha Global Marketing. They will be addressing you in that order, thank you.

MARSHALL: Well, keyora Commissioners, and as David said, my name is Corey Marshall from Canuckiwi. [Speaking in native language] That's greetings and welcome from New Zealand.

Canuckiwi, so I'm a Canadian living in New Zealand promoting an amazing place in the USA to Australians. I'm really just a little bit confused. What's not confusing is I'm supported by an amazing team down under. It's myself as the Account Lead for TravelNevada. I have a media manager based in Sydney, Australia. A social media manager and expert based in Sydney as well. My wife Karen is our Trade Director.

What's also not confusing and what really made me proud the last few days was traveling with 29 other tour operators, five of which were from our part of the world on Fam Tours to this great State. Experiencing some of it for the first time myself, as I travel from Vegas up through Great Basin and then across to Tahoe and here to Reno.

Today, I'm just here to give you a market update on the Australian market. It's an important market and a strong one. Then share some of the successes we've had in the first nine months as your in-market firm. I share this with you and some of the Nevada suppliers that I know are interested in the LZ market as well.

Why don't we get started. Political landscape, it seems I turn on the television and that's all that's talked about here in the USA at the moment. Similarly in the Australia, we have a two-party system and it's been a pretty tumultuous last eight years with more than five changes of leadership. You're going to say, how does that happen? Well, in Australia, you can actually kick the person out if you don't like them in their term. That's happened on multiple occasions.

In New Zealand, it's a little bit different. We've had a very strong conservative government for the last eight years, in two terms. My point in this is just to bring to your attention that we have been politically unstable. You can see now, even if there was a vote today, it's very much split between the two-party system that we have.

However, even with this political uncertainty, we remain resilient in our economy. I think that's something to be said about Australians. Consumer confidence continues to bounce along at a near average level. House price expectations at 4.4% growth again in Australia this year. Our housing interest rates are 5.5%. We are in a very macroeconomic climate in Australia. It's a good time to be investing

and I'm going to talk a little bit more about what that means in terms of access and air support into this region.

Exchange rates, you're going to hear from a lot of people that there's been a big change in the strength of the US dollar and what impact that's had in Australia. For the most part, Aussies are resilient. The USA remains, as you're going to see, the top international destination for travel out of Australia which is great for us here in Nevada.

That being said, probably the biggest change in terms of cost to travel to the USA for land, product, because of that US dollar. However, what's helped us is air access. In the course of the last eight months, we've had pretty much every major airline launch new air services into the USA. No, not into Nevada, okay. However, Las Vegas still remains the fourth largest gateway for the Australian traveler. They're coming through LA, San Francisco, Dallas or Houston and on to Las Vegas.

To highlight those. American Airlines has launched a new daily service out of Auckland into LA. United Airlines has launched new service from Auckland to San Francisco. Virgin is launching new service next year from Melbourne to LA. Air New Zealand has launched new service from Auckland into Houston, Texas. Lots and lots of new aircraft.

What that means is price point. To give you an example, Flight Center has an annual expo every year. It's probably the largest consumer expo and as Nevada, we were there at that show. We saw airfare pricing, \$699 return, okay, from Australia to the USA. And a \$10 add-on to any additional city. That's some of the air pricing we're seeing. All of the sudden, even though there's an increase in land value because of all this capacity, we're in really good state in Australia.

Just a little about that Australian traveler. 9.1 million Australian residents will travel outside the country this year. Currently, 70% of Aussies aged 14+ are intending to take some kind of overseas trip in the next 12 months. Although we're small in relative population size compared to some of our other important markets, okay, we're only 28 million people. Average per capita, we're traveling a lot and staying a long time.

How are we able to do this? I know when I talk to many of our USA colleagues, they're shocked to find out that an Australian, when they start in their workforce get four weeks of annual leave. Even Australian University, they get four weeks. In a management position, you're five or six weeks. As you can see up on this slide, we have 123 million days of annual leave that's been accrued because we still do work. Okay. But, it does mean that we have lots and lots of ability to travel.

Travel motivations for Australians really fall into five categories. To have fun, visit new places, get off the beaten track, relax mentally and to really absorb themselves in the culture. They like to get beyond the gateways. That's why Nevada is a great fit. It's probably as well why we drive on the left hand side of the road while you guys drive on the right hand side. We like to get out there and experience and explore.

This is how the Australian traveler is searching for their information. It's a pretty interesting slide. You can see that travel agents are actually on a slight decline, although very, very important to the marketplace still with 27% of business still being booked through that channel. You can see where the online is becoming more and more important in the Australian market in working with our OTA partners.

Of course, for Australians, the lure of travel is especially meaningful and one can wonder as to the reasons why. As we said, the currency isn't particularly strong. With our remoteness and the desire for our travelers to look outwards for entertainment and knowledge, the result is that travel has become part of the collective psyche. It's a way of life. Traveling overseas is a contributing factor to most Australians cultural capital, their stories at home and their vis-a-vie amongst each other.

Again, just to define that important segment of travel trade partners, this slide shows you who the most important partners in Australia are. Flight Center continues to get only 10% of the marketplace, okay, in the OTA channel and I'm actually thrilled to have Yvette Castro with me today. She's traveled all the way here from Jersey, because she's Flight Center Global Product, but she is here to represent that group. As well as four other really important partners. We have Zoe MacFarlane from Jucy. Michaela Jones from American Express/Centurion. Tim Bowrey from Excite Holidays who was named Wholesaler of the Year this year in Australia, and Bridget Fogerty, a long time Nevada supporter. She was here in February for the Ski Fam and is back for this conference as well from House of Travel. So, thank you for your attendance. I know many Nevadans will be looking forward to meeting with you.

This is the trend in visitor arrivals to the USA from Australia. You can see we're up to 1.45 million visitors. That's expected to rise again this next year with all that new air increase. This slide again depicts that the USA continues to be the first international market, in terms of outbound travel from Australia and the third overall.

This is a survey by Visit USA and it again hits home on what the Aussies are looking for when they come to Nevada. As you can see, at the top of the list, they travel for vacation, to visit friends and relatives but then, all kinds of other experiences they're wanting to explore.

The biggest thing for us in these macroeconomic times is Nevada. What our approach is to obviously get them beyond the gateway of Vegas. Extend their stay when they're traveling to Vegas. But also ensure we're targeting a repeat visitor. With only 28 million people, we need to rely on people coming back to the USA and to Nevada and staying longer and having an additional experience. We're doing that through storytelling and through some of the approaches that I'll share with you in just a moment. For any of the suppliers in the room, if they want a copy of this deck, I'd be more than happy to share it with them. I know you have some of the slides as well.

As David mentioned, we were engaged January 1<sup>st</sup> to be your representative firm in the market. Here's some of our achievements and some of our strategies to date. That Wholesaler of the Year, Excite Holidays, we worked on a co-op integrated campaign that included digital print and online, as well as an agent incentive where a winner of their best agency spent some time in Nevada. Additionally, we were fortunate enough to have David Lusvardi and Bethany down for Visit USA, which is a major marketplace in February. Met with and networked with over 1,200 travel/trade professionals and 27 B2B meetings in an international media marketplace.

We continue to work on product development. That's probably my area of expertise. Building new itineraries with our wholesale partners and tour operators to explore more of Nevada. To get them on those self-drive vacations throughout the State. Both in the three-season, what I would call and also with our winter product at Tahoe.

Also co-op with Adventure World and House of Travel. Probably one of the coolest things we did this year was, we were approached by essentially America and Quiksilver, the surf brand, to do a national wide contesting campaign with them. In addition, we brought two CTA or call to action partners to that piece with Intrepid and Ski Max, so we had both the winter and the summer product covered. Generated a ton of media coverage out of that piece, but also a good consumer database for us to continue to solicit with Nevada product.

IPW. IPW you're aware if the major international marketplace and I'm pleased to say that our team met with 75% of the attending Australian buyers. We also supported United with their trivia events this year.

Speaking of United, we talked about them launching new service. Again, we were approached, with our partners to the State beside us in Utah, to run an incentive program to help them launch that new air service. What we did was, we created basically an educational portal for travel agents. What they could do is, jump online, do a couple of modules on United. There was then a module on Nevada and a module on Utah. Then they had to achieve a 93% score and five of the winners we selected will be traveling here in March, to become Nevada ambassadors.

On our media front, since being engaged, I'm pleased to say that we've had total gross impressions of 80 million, in terms of the media exposure we've gained through our PR and media efforts in the market. With total USA earned media value of \$1.8M. We do have that number, I'm sure we can share that with you if you're interested in how that's worked up.

How did we do that? Well, one of probably our biggest things was we did a group media FAM with Las Vegas. Travel Nevada and Las Vegas for the first time and hosted for the major media partners from Australian, New Zealand on a seven-day itinerary. Additionally, Greg Granger came to the State and produced a 30-minute television program called Aus TV that aired on two major networks in Aus. I know you're interested in seeing that, so if you wanted to watch it tonight—I was going to show it but then my colleagues wouldn't have any extra time, so I can't show it here. If anyone wants a copy of it, we do have the movie file and it makes great late night watching if you want to see what an Aussie thinks of Tahoe. He went down through Tonopah. He spent some time in Death Valley, as he traveled through the Vegas, to extend that stay and the Red Rocks as well.

CARANO: Excuse me, is that something we can put on our website?

MARSHALL: I'd have to touch base with Greg to see if we can own the content or not, but we can look into that. He has provided us the movie hard file, but we just want to get his approval.

Some of our other media achievements. We had a 10-page spread in *Let's Travel Magazine*, *Travel Inc. Memo* and *Carry On*, from the Excite Campaign, both publicized media coverage. There's our Australian Bachelor. You know the show *The Bachelor*. He came up to Tahoe and spent some time as part of his honeymoon. Additionally we were featured in the *Daily Telegraph* and *Traveler.com.au*. Again, stories that, yes, are about extending that stay in Vegas and Downtown Vegas and also getting beyond Vegas into some of rural Nevada. More coverage in *Escape.com*, *Traveler.com.au* and *Australian Financial Review*.

Finally, you do see here, those 7 Magic Mountains and that's great to hear they're also featured in Qantas, but that's a double-page spread in Virgin Australia's in-flight magazine as well. You can see in the right hand side, our Governor's mission created some amazing coverage during that time.

Socially, where are we? We launched a new site for the Australian market dedicated to the Australian traveler called Nevada Down Under. As you can see, we were a little over 6,000 fans today, all Aussies and Kiwis. Total reach, you can see was 149,000 to date. I checked this morning actually before this presentation, we're now up to 7,500 fans and we're tracking by the end of the year to be at 10,000. Well and truly on our way to our KPI. We are targeting the 18-64 year old with interests in the Nevada region obviously. Slightly skewed to women, to be honest, because we know that they are making a lot of the travel decision.

Finally, probably the biggest test for us was being fortunate to host the Honorable Governor Brian Sandoval in the market on his trade mission. We were engaged to help put together two tourism focused receptions. We had such great support from our Nevada partners. Cirque de Soil actually sent an act down for us and we worked with Cirque to do that. We also were fortunate to have Tahoe and Caesar's with us as well, at these events. As you can see, the turnout was phenomenal. We had 130 guests in Melbourne. 170 guests in Sydney. These weren't just guests, these were the top airline executives and travel/trade management. It worked really well, leveraging his visit. We also coupled it with the Flight Center Expos in Brisbane and product development and training meetings as well. We leveraged his visit as best as we could from a tourism perspective and we're thrilled with the results. It was so successful that a production company in Australia actually put a bit of a movie trailer together. Check it out.

If any Nevada suppliers here or if you have any questions, I am available through the conference and we're thrilled to be here. My wife and I have the best job in the world promoting the great State of Nevada, across a really beautiful place we live in. If there are any questions, I can address them or can turn it over to my colleagues for the next market update.

CARANO: Thank you very much Corey. Do we have any questions from the Commissioners? Yes, from Herb Santos.

SANTOS: Herb Santos for the record. Looking at your slide on the Australian traveler, top destinations for Australians, I'm a competitive person so I want to know how do we become the number one? What is it about the folks—or, do you have any statistics as to why they pick, other than proximity New Zealand or Indonesia before they'd pick the United States to travel to?

MARSHALL: It's a good question. I think you almost answered it with your question; it is the proximity. I mean, when you look at the length of time that they stay and that's something that I didn't touch on, when they come to America, they're spending 22 days on average here. The Australian visitor is spending 22 days. They do have to carve out that time. Heading to those other destinations, it's closer and they can do it for a three or five day window. They're planning, potentially multiple trips to those places in a calendar year and it is all about proximity. As I was saying, cost wise, we're competitive in terms of our competitive set, it's just proximity. Although we don't talk about that at all, we are a 12.5 hour flight from LA and probably 16 hours to get here.

SANTOS: So how do we market ourselves to get around that proximity issue or can we?

MARSHALL: Through some of the stuff we're doing. Working with airlines on tactical promotions, incentivizing agents to consider the USA first because they are such an important thing, featuring ourselves with the OTAs, you saw the importance of the online travel agent and making sure we're present over and above those other New Zealand and Indonesia who are just ahead of us. Internationally, we are tracking extremely well. Getting a lot of market shares from Europe this year, is also going to—if I'm back next year and presenting to you, you're going to see an increase from our market, again to the USA. Is it going to get to close to New Zealand or Indonesia, probably not.

SANTOS: All right, thank you.

CARANO: Thank you. Anyone else here? Don.

NEWMAN: Just a comment. Corey, for less than a year, the results are fantastic. I think as we saw with the 7 Magic Mountains, the ability to generate this much exposure is a theme, hopefully as we go forward today, we're going to see, it makes me as a Commissioner proud to see the exposure that the State is getting with all of our partners. I think on the ROI side, you can't pay for a lot of this stuff, so good job in less than a year. We hope you do report to us next year. Thank you.

MARSHALL: Thank you.

CARANO: Thank you. Anyone on the phone would like to comment? Okay. Seeing none, thank you very much Corey. It's exciting because we have the Marketplace for Sales and Media, that's tomorrow morning. You'll have a great opportunity to meet with those folks. Thank you very much.

SCHULKE:

Good afternoon Commissioners, how is everybody doing today? Good? My name is Jason Schulke with Wolf Propaganda. Propaganda in Brazil is advertising. Sometimes in the U.S., you hear propaganda and you get kind of a second look, right. It's not the first time we've run into that. Absolutely a pleasure to stand before you today, as well as to finish up the Fam Trip. I went on the Ghost Town Fam and talking with many people, it's probably a trip I would not have planned myself. Maybe because I didn't know as much about the ghost towns or other draws, things that are more appealing, but it was really exciting to start in Las Vegas and work our way North to Tahoe and Reno like we are here and understand more about that destination.

We started our representation in January as well as Corey. My accent is so well because I've worked on it for 39 years as an American citizen now living in Brazil.

To some of the challenges we have. Obviously Las Vegas is such a massive draw, but what we're seeing with the Brazilian is they're spending maybe three or four days in Las Vegas, as part of maybe a two, or three or four week trip and getting out to California and working up. A lot of our messaging, which we're going to get into here shortly is Vegas Plus, you know, what else can we do after the Vegas, stay in Vegas, explore everything about them or the California Plus. You'll see with some of the actions we've been able to pull some of that California traveler [to Nevada] because California is a big draw. They are LA and San Francisco travelers, getting them over here, as they're moving their way to Yosemite, get them into Lake Tahoe because it just a fantastic destination, whether it's summer or winter.

We'll try to cover some things here today without taking up too much time. Clearly we won't be able to touch on absolutely everything that has happened, but we've tried to pick out some of the highlights. We'll start out by talking about Brazil. What is Brazil, how does Brazil work. I don't know if you've seen anything in the last six or eight months about Brazil in the media. Yeah? We've got mosquitos and rioting. Being down there four years has been an absolute adventure, which I think one day I might write a book about.

My wife and I own the company. She started the company 20 years ago as an advertising firm and worked at the biggest destinations. We built Universal Orlando Resort, as well as, Walt Disney World Resort was a client of ours for seven years. We did their advertising, their PR and their trade. And other clients as well, from the NBA to the Orlando Magic, prior to working with Visit Orlando. As of this year, one of our big focuses as we mentioned has been the State of Nevada, TravelNevada, an amazing destination.



A little bit about Brazil. It's a massive destination. We have over 200 million people. In San Paulo alone, we have 22 million people, we don't get lonely. You see probably half of those people every day as you go to work. It's just a massive place. As far as Brazil, it is the largest population of Central and Latin America. As well as, we start to get into some of the economics as well, even with the difficult times. As we said, 205 million people. 50 million consumers. There's a great opportunity for growth, even with some of the downturn that we've seen, which is due to massive corruption, poor exchange rates. We are seeing a rebound right now, which we're very happy about. It was very difficult. We did impeach our President and we have a new President sitting in the term. We're already seeing that consumer confidence rebounding. The exchange rate is becoming slightly more favorable. It got as bad as 4.3 to the dollar. That's where we really saw the Brazil traveler slow down. Teetering back and forth on the 9<sup>th</sup> or 10<sup>th</sup> largest global economy and we're really being optimistic in seeing that full rebound. We're hoping to see that closer to 2018-2019.

As far as GDP, you can see, Brazil is at the top, \$1.8T and others that would follow. Some more information, if you have any questions at any time, feel free to ask and I'll answer to the best of my ability.

Carrying on, you can see some of our GDP growth, inflation, unemployment is a serious problem. In Brazil, you have a very big split in classes, which we'll get into a little bit, but you're talking about somewhere around 40% to maybe even 50% poverty. Right, I mean, sad to see, but on that other side, there's massive wealth with your A and B Classes, that's what we really target. Carrying on, actually these dates are wrong on the bottom. It says 2014, that should be 2015.

Looking at expenditures in international travel, you can see, this is for the first quarter 2016, \$300B. Carrying down, you can see we had that real big boom in 2014 with \$25B. Over to the right, you can see some of the actual travel numbers. Again, that big boom, 2014, 2.2 million visitors to the USA. Unfortunately this slide is not updated with where we finalized at 2016, or where we're at most current 2016.

These travel numbers are so much like Australia. Even more so I believe, the US is the top destination for the Brazilian. They love the USA. Their movies, their music, their clothes, I mean, I think sometimes they love the USA more than some of us, us Americans, right. It's their number one choice to travel internationally, hands down. We do have some challenges with Orlando. The parks are a big draw. But when you talk about Nevada or really Las Vegas, very strong, competing with New York, Nevada with Las Vegas is in that Top 3. A big split with Orlando. We're in a fortunate position where for so many years, we built so much of that Orlando

product. For 20 years, that's all we did. Now we're working over on this other side. We have so many of those strategies. We wrote the game book, right. We're able to bring a lot of those strategies in which we'll jump into.

Talking about the Brazilian, they are a traveling people. Some of the things that I've been so impacted by—again, it sounds a lot like Australian. The Brazilian, by law, has 41 days of vacation. That's your gas station attendant, and as you work your way up—and nothing bad about being a gas station attendant. I worked in the automotive industry for a long time. 41 days of vacation. As you work your way up into any kind of management or senior level positions, it's manic that they will have two months, three months.

The way that the Brazilians' schedule kind of works is, we're the other side. So when you're enjoying summer, we have winter and vice versa. Again, trying to get my head around the first couple of years being down there, the Brazilian will start—like, December 19<sup>th</sup>, they'll start their Christmas break. It's also their summer break where the children are let out for half of December and all of January and sometimes into February as well. In the US, like January, you need to get organized, it's the beginning of the year. Where in Brazil, in January, everything shuts down. People just don't work. As well in December, they get a 13<sup>th</sup> salary. You will get a double salary in December and then you'll have the next month to a month and a half off.

The Brazilians travel. All year they talk about where they're going to travel internationally. It's easier to travel internationally in Brazil then it is domestically. Sometimes more cost effective as well. Hotels are very expensive. The infrastructure in Brazil as well, though it's beautiful, I'm sure you've heard of infrastructure problems with the World Cup and Olympics and things like this. Outside of your Rio/San Paulo/Belo Horizonte, a few of these destinations, beautiful places to visit, but again, the infrastructure is not there to really support anything you'd want to do like eat or sleep. We've found all this out the hard way.

We've traveled in Brazil. We found the only way to travel is on Air BNB because even the hoteliers, won't work with the sellers of travel. It's just a very different place.

The Brazilians love to travel. Number one destination is the USA. We've been working very hard to increase awareness about Nevada and intent to travel which we'll see a little bit more. Definitely a traveling people.

A little about the Brazilian, we talked about classes. You see a massive middle class. Almost 60% and I think that's a little generous to be honest with you. In 2014 when

we saw that big boom where it was double digit increase to many destinations had a lot to do with the exchange rate, but it also had to do with that financing options became easier for the Brazilian that the middle class never had before. Those are still there, but again, the exchange rate is kind of playing in that a bit.

You can't see on the slide well, but it's very isolated as Brazil is a massive country, as is the USA. Really your business is going to be primarily in that San Paolo, Rio de Janeiro or Belo Horizonte. 22 million people in San Paolo alone, 3.4 million in Rio de Janeiro and 1.2 in Belo Horizonte.

As you go North in Brazil, it's Amazonian. These people, many of them don't have televisions, haven't seen things like this, so we don't target that area quite as much just yet for travel.

Some of the things we're seeing? The internet, we've had a big shake-up in Brazil. Traditionally has been an offline purchase. Brazilians like to have things catered for them. They're not fans of renting homes because they want that room service. They want someone to take care of them. Also, they like the comfort of somebody kind of reassuring that trip, where they're going, what they should do. What's happened is the internet came from nowhere. Despagar, which we have Decolar.com, came in with a force and really changed that market. It shook the industry, prior to the economical problems we have.

The operators were at a point where they were not prepared for the OTAs, which you know, being from the USA, I would use the internet and I'd order milk if I could from the internet, right? The OTAs came out of nowhere, really Decolar and Hotel Urbano and shook many of these companies to the core. I mean, taking 25%, 30% of market share like that.

The big operators, if they survived that, they had to go into a recovery period to try to become more internet savvy. Then the economy went down where we saw many operators reporting 50-60%, 80% decrease. It was, I don't want to say it was good, but there were many times of need for change in Brazil in advancements with these operators. The ones that survived a lot of these parts have evolved and become better sellers of travel, reaching consumers and providing better service.

We also did see as the internet moved in, as important as it is, we saw a big backlash where people were very disappointed with the internet. Talking about the internet in Brazil, we're the first of many things. We're the first in internet fraud, so the internet is not a trusted source for purchasing many things. For many Brazilians, it's still really new. The point that I'm getting at is offline is still very important.

We're seeing somewhere around 70%, 65% offline. We'll talk a little bit more about that shortly.

Quickly talking about corporate travel. We are seeing a big increase, a significant increase in corporate travel internationally. It's a bit more complex. We've got visas and things like this but again, when you talk about infrastructure facilities to be able to host corporate travel, incentive is really what it is. The USA is much more accommodating. We're seeing a big movement and so that's another area that we focus on strongly, especially with having Reno and Las Vegas, I mean, right, corporate opportunities everywhere.

Getting back in, who are the main players? Travel agencies really still do lead the ship with over 11,000 travel agencies. And as you imagine, some of our strategies are touching these 11,000 travel agencies. Making sure that Nevada is top of mind and that they're educated about the destination. Again, if somebody is coming into a travel agency, the agency is the lower part of the funnel. I mean, they've been impacted by medias or whatever. The Brazilian is making their travel decision a year before they're traveling. A year to eight months. So they know January, we're going wherever. Then they're going to research for eight months about that destination. Not all the time, but they see a TV show, they're going to go to YouTube and look about that destination. They've been getting education themselves.

When they walk into the travel agency, we need to make sure that the travel agency is educated about that destination. A strategy in how we can get more. Again, somebody is coming into a travel agency saying, we're interested in a San Francisco and LA, whatever the case may be. You say, great, I think that's a fantastic idea. But, when you're in San Francisco, keep going. Let's get over to Napa and you have to go to beautiful Lake Tahoe, or whatever the case may be. Or, if they're saying, we want to go to Las Vegas and we're going to leave Las Vegas, do three, four days, whatever the case may be and work our way to LA. We make sure that travel agent is educated enough to say, you know, go here, do this.

OTAs, just touching on them quickly. We did talk about them already but Decolar, we saw a massive investment from Expedia. I think it was about \$260M. As well as Hotel Urbano. Priceline Group invested, they recently have sold that. CVC we need to talk about if you don't know about them. They're the big guys. If you get into an elevator, you go on a train, anywhere you go, you're going to see CVC logos, right. Over 1,000 retail locations. They recently purchased Submarino Viagens which is like probably one of the largest online sellers of really anything. Electronics, cooking supplies and travel. CVC, as they were 100% offline, they needed to compete with the Decolars and the Hotel Urbanos, so hence that investment.

Again, kind of what we're talking about is you're seeing the strong survive and evolve and become better. MMT Gap, as you know, they were here a few years ago, they were purchased by Fly Tours which is a massive company. A lot of good and positive things happening. As we talked about corporate travel is very important.

To our operators, again, we talked quickly about CVC but just to give you an idea. A counter for 4 million passengers and US \$1.5B in sales. Again, 1,000 retail locations. They're just aggressive. They're pushing and they're getting bigger. We work very, very closely with CVC, as well as many others. We won't go through the list.

Consolidators. We work very closely with consolidators. If you're not familiar, consolidators historically, again, very important, purchase and broker airline tickets. They provide credit to travel agencies and other companies. You're seeing the consolidators now as the tour operators, but you're seeing the consolidators now starting to expand their portfolio where it's not just airline, they're getting hotels and car rentals and trying to become a little bit more diverse.

Jumping back to tour operators, another exciting thing we're seeing in evolution, as we've seen in many markets is the tour operators are slowly starting to go consumer, which good and bad. I think it's some good but we could debate that for a long time.

Just kind of what's happening in general. Airline market, you can see in 2015, 4.5 billion. 2014, you can see 5.8 billion in international airline tickets. You see a little decrease. This year, we're probably going to see a similar to 2015. What's happened with the airlines, which is great, because the economy went down and the challenging times, the airlines got very desperate where in the beginning I think they might have been a little greedy. To fly to the USA, a simple flight to Miami, back in 2014, 2013 was probably about \$1,800 economy. We saw recently those flights go as low as \$300. A desperate situation for the airlines, but it's helped keep that travel going. We're not seeing those big increases yet. Like we said, big decreases, sales down by 25% but flights as well, prices are down by 20%. Airline really drives the travel decision, being able to have decent or affordable travel. Again, talking about San Paolo, I mean, that's where you have to be. Everything happens there. 60% to 70% just in San Paolo alone. We saturate that market very heavily.

We have a full team. We have one person that spends 35 hours per week, Neto Fernandez, he was just in town doing an emersion about Las Vegas and all of Nevada. He spends 35 hours a week just doing trainings. I mean, he'll be at the CVC

retail locations, he'll be at the tour operators and we believe that's so important. Kind of excited on a side note. Neto Fernandez is a celebrity in his little world of tourism and the travel agents because he's done so long. When he announced that he was taking over training for TravelNevada in Brazil, on his personal Facebook account he had over 750 likes. I can't get that on our social media account for Brazil. It's really exciting the things that are happening.

Just carrying on here quickly. Challenges in Brazil, wow, where do we start. Economy has been a challenging one for us. Brazilian people are a lot like the Aussies, they're resilient. It's amazing as you talk to them their sense of optimism when you know, you might see some things in the country that would not give you a sense of optimism. They're very optimistic people. Economy is one.

The government is another, but you have to remember, Brazil is a very young country. 20 something years old as a democracy and just trying to find themselves still. One of the reasons I love living in Brazil is not the traffic, it's I believe, there's a lot of future opportunities as the country has massive economy and so many opportunities haven't been developed yet.

Again, challenges, we do have some competing destinations, no question. Internationally, if we talk about the USA versus other destinations, we do run into that some. Europe is a big draw. You have to remember that the Brazilian is not Spanish. They're from Portugal so they speak Portuguese. They do love Portugal and they do love European countries, they'll go there for a month. Usually starting in Spain or Portugal and working their way, all the way up to England or what it might have. The USA is number one.

There's no question, you know, as we look at the Brazilian, we have different markets that we need to target. It's a big family market, there's no question. Primarily, which you know, a lot like Aussies, we focus anywhere between the ages 26-49. We also focus on that woman as we all know the woman is the decision maker in most households.

There's a younger group of Brazilian. Talking with some of the Tahoe people, what they see as well. There's a younger person that's single or a couple, very affluent and very well traveled. As we look at competing destinations, if you look at it, Orlando, they don't even say Florida anymore, they say Orlando, is a big draw. The benefit now is so many of the Brazilians have been to Orlando five times, six times. What we're seeing now with the Brazilian is they're saying, we need to see something different. They're going out into many places that before, they have not traveled. This is how some of how our marketing goes.

We focus on the skiing as well, because that's a separate marketing message than family. New York is a competing destination. We're seeing the Brazilians really becoming more interested in other destinations. Through our content marketing channels and advertising, we really try to get out a good quality. We can talk about that shortly.

As we talk about a marketing strategy, we really try to work as a 360. Obviously touching with the trade, which we talked about as your lower funnel. If product is not loaded correctly, content is not populated right, the agents aren't educated, the operators don't have proper contracts, all these different things, then it's not going to work. We focus very heavily on that. Advertising, we do as well. Education, along with trade, is huge. I think one of our key assets that we work is social media. This year we launched the Travel Nevada Brazil. We've had some good results with that which we'll talk about.

Last but not least is PR, an angle that we really try to work very well. We just finished filming a TV show through Nevada. We started in Vegas and finished in Reno. They literally left like two days ago so I don't have any numbers on that but the social media following was great. We've got more that we're going to be doing there.

Talking about trade quickly. We talked about working years of relationships. Again, training, things like this. We participate in as many trade shows as we possibly can, World Travel Market. Visit USA we did this year, which was fantastic. David Lusvardi and Larry Friedman were down for World Travel Market. We had a great opportunity to tag a sales mission on the end of that, which David was able to meet all the most important sellers of travel in Brazil, which was a new market for him and establish those one-on-one relationships. Visit USA was fantastic. San Paolo, Campinas, Rio de Janeiro, touched over 1,800 travel agents in this effort.

Sales calls, you can see that we are very active. As of August, 93 sales calls with the most important operators in travel. Talking about training, numbers of personnel trained up to August, you can see is 1,996. Education seminars, again, very big and important. Two winter fam, or two fam trips we did this year which were 100% self-funded. We brought 12 travel agents, the most important travel agents and media for the winter fam, full self-supported.

Just finished a Brand USA fam with five of the most important operators of travel. 100% self-supported. I can't give enough credit to the support from the Reno-Tahoe people as well on that one. That was amazing. This was just some photos from the winter fam we did. It was a Brand USA fam.

We have a very active e-newsletter distribution. 18,000 agents in our database, pushing constant contact and getting great results from this. Collateral distribution. Obviously with our trainings, public relations being present and really trying to get that content out there to have the reporters pick up the coverage. I can't see that final number on the bottom. Unfortunately, I don't know if you have it in front of you, but I want to say it's somewhere around 200,000. Primarily really from the press releases that we've been able to pick up.

We had a media event, which Bethany helped us organize. We've got a short video at the end and some photos of this and we have some return numbers. This is actually an action from the winter fam alone. On the right, you can see this is the most important travel magazine. They participated in the winter fam. They did a six page cover on that event and they're going to do another one on winter. They couldn't do a winter cover because we were heading into summer, so it really didn't make sense for them to talk about that. We actually are getting another six pages out of that. Media ad-value about \$145,000 in some other medias that we picked up.

We talked about social media. We push very heavily on social media in relevant Portuguese languages. That's TravelNevada Brasil, with an S, if anybody wants to take the time to look at that. With our advertising strategies, we really focus on digital as much as possible because it has the best trackability, accountability and really controlling and targeting your markets that we think are the most important.

Some of our KPIs, the goals that were set, you can see trade shows to missions. Most all of those we well exceeded, as well as our spontaneous media. You can see on the right our goals for the current season that we're in.

Just to close real quick, I have a short video. This is from the media event we did. 35 media participated. The numbers are continuing to come in on that event. This is taking you to San Paolo. We actually did s'mores out on the balcony, which they don't even know what s'mores are, so it was really cool. I'll just start with that.

SPEAKER: They know now.

SCHULKE: They know them now. It's funny, the chef came out and he didn't even know how to make them. He said he had to pull YouTube on how to make s'mores. It was funny. It was really neat, the dinner and everything that went along with it, it was so detailed, making it as close to American themed as possible with desserts like apple pie. This restaurant did a fantastic job.



Really, more than anything, thank you all for your time and we look forward to the rest of the conference and getting to know each and every one of you, hopefully personally. If you have any questions, feel free to ask.

CARANO: Thank you very much Jason. From the Commission, yes Mr. Santos.

SANTOS: Thank you. On your airline and market slide, I don't want to assume anything. The numbers you have there, those are air tickets to the United States?

SCHULTE: You're correct, yes. I believe, I'd have to look at the slide, there's a couple of airlines, I'm sorry.

SANTOS: Yes, it says, we estimate the sales of international air tickets in Brazil in 2015 reached \$4.54 million. That's—

SCHULTE: I believe dollars.

SANTOS: Right. That's not international from Brazil to the United States?

SCHULTE: International in general, I'm sorry, yes. As a whole, not just the United States.

SANTOS: Not just the United States.

SCHULTE: Yes, I'm sorry.

SANTOS: So, is the money broken down, how much came to the United States and then broken down further how much came to Nevada?

SCHULTE: I can get those exact numbers but you're going to be looking at the USA holding pretty close to 38%, if not more of that international market. The rest would be different European countries and things like that. Probably 38% of that, I would say is US.

SANTOS: All right. Then you made a comment that United States is number one, I just want to make sure, does that refer to that, that when you look where international travel is, the number one destination for Brazilians is the United States?

SCHULTE: International, absolutely.

SANTOS: Okay, thank you.

CARANO: Great, thank you. Commissioners? Anyone on the phone that would like to comment? Okay, well thank you very much Jason.

SCHULTE: Thank you all very much, thank you.

VECCHIO: Tremendous. Our partners from China.

XIANG: Chair and the Commissioners, it's a great honor to be here to introduce something about China and what they have done in the past three months. We started to represent TravelNevada in China July 1<sup>st</sup>, so they only work for TravelNevada three months.

First of all, I would like to talk about the China Outbound Travel. In 2015, the number of overseas tourists from China is 117 million and the total they spend is \$215B US dollars. That's a huge number, of course. According to the report from China Tourism Economy, nearly 70% is FIT, so the total number is 80 million people travel as FIT. There's a real difference in the past several years. We used to have more groups, but more FITs play a really important role in the market.

All of this huge number, from the people who hold Chinese passports, you can see that we only have 65 million people to have a passport. This is only 5% of the population. That means that we have 95% of people don't have a passport and they never travel outside of China. You can see the potential in the future how many Chinese visitors you will see.

For the China market, the Top 10 Overseas Market is—of course, most of them are from Asia. You can see Thailand is number one and then Korea, Japan, Vietnam, United States then Singapore, Russia, Australia, Indonesia and Malaysia. Right now, Australia and United States are the only two countries with long haul. We still—United States is a very popular destination in the China market.

We just had our national holiday last week. We call it the Golden Week because we used to have only one day off for the national holiday. The Chinese government created one week for us to encourage people the travel in the best season in China. October is not cool, not hot and a really good season for people to travel. In the past Golden Week, we have 589 million people on the road to travel. Nearly half of the population, in only one week. 6 million people traveled out of China.

Through the most updated report about the Golden Week from CTrip, there—because I mentioned that FITs is the majority. Essentially the number one OTA in China, so the report from CTrip shows that 64% of people order the packages, or hotels and air tickets through the app. Only 36% of people make reservations

through the PC. You can see that ladies are the majority, 59% and 41% are male. Even when we want to help people to travel to our State, I think we should work more with females to try to attract them. Because, usually in the family, ladies are the people who make decisions in China. Of course, for ladies, they care more about the shopping. For guys, they want to see something, have local experiences. Guys prefer to try some local food. For ladies, they care about hotels; if the area is safe or the room is clean, something about that.

Through the CTrip, the characters for the Golden Week, you can see the majority who are traveling post-80s. The people, like my age, people really enjoy traveling. Of course, female is the most of people. Lots of people try the local experience. For example, like my family just had a trip to Japan. We tried a lot of the local things, like we joined some [inaudible] and we tried to wear traditional clothes, to have an experience like that. The cruises are increasing in China really quickly. For senior people or families, they prefer to take a cruise.

90% of travelers share their travel experience on social media. What they bought overseas mainly are skin care products and souvenirs. That's why Japan and Korea is so popular because for ladies, they can buy lots of things from there.

Then we can talk about China travel to the United States. In 2015 the number of Chinese travelers to the United States was 2.56 million. Since November of 2014, the 10 year visa policy started, we have 50% increase for visa applications. Now we have 15 gateway cities to have fly service between China and the United States. In 2020, we can expect to receive 5 million Chinese visitors to come to the United States.

Major Products in the Market. Of course the regular group package is still very popular in the market. A lot of like, senior people or the people from some small town, they have a problem in language and maybe this is their first time to travel outside of China, so they pray for group travel. The most popular packages for United States is: East Coast, West Coast, Hawaii – in 14 days, that's crazy! People messed up from one city to another city. The upgrade packages are like California and Las Vegas or Chicago is close to East Coast, Florida, something like that.

Students are really, really a big part of the market share, especially for the summer vacation. You can see that in first tier cities like Beijing, Shanghai, Guangzhou, mostly families choose to send their kids out of China. Especially to the countries who speak English like United States, UK and Australia. They have kids have like summer camp or winter camp or home-stay program or some other cultural exchange program to help them learn English, to try to get some information on how to apply for the university there. So, this is a really popular program in China.

FIT. I would like to highlight the self-driving. Self-driving is very popular in China and it's really easy. We just need to use our Chinese travel license and go to a car rental company. For some companies, you don't even need to translate the driving license, we can do anything like you do to rent a car. So, lots of young people, even senior people, try to decide to drive in the United States. The most popular routes like Route 66 or Highway 1, or travel from the middle to the west are things that are very popular right now.

Of course, amusement parks are popular with the kids and the beach. For young generation, they don't want to travel in 14-days to maybe 10 cities. They try to have a very relaxed vacation. The beach now is very popular. That's why Indonesia is in the Top 10 because of Bali. The only island make the whole country in the Top 10. Skiing, and now the marathon. Outdoor activities are really popular to the young generation. We just had a Chicago Marathon, there are over 700 Chinese runners to run the Chicago Marathon and they brought over 4,000 family and friends to this event. It does make things more festive for people choose the beach or some outdoor activities.

The new trends in the China market is a national park tour. When tour operators try to upgrade their packages, the first thing they did was to add national parks. We have lots of [inaudible] nature in China but we have too many people. So this is really hard to enjoy, the environment of the parks. When Chinese travel to the United States, they really want to see Yellowstone National Park, Grand Canyon, Yosemite; those are the top three national parks that Chinese kind of recognize.

The major gateway cities in the United States, we have: Los Angeles, San Francisco, New York City, Seattle, Chicago, Detroit, Dallas, Houston, San Jose, Las Vegas soon and Washington D.C., Hawaii, Boston. We will have non-stop service from Beijing to Las Vegas December 2<sup>nd</sup> with Hainan Airlines. This is a very important thing for Las Vegas and of course, the whole state.

The major carriers: Air China, China Eastern, China Southern, Hainan, Sichuan, Xiamen, American, Delta and United. You can see some names that maybe you are not familiar with like Sichuan Airlines and Xiamen Air. These companies are more local but now they have lots of new airplanes. For example, Xiamen Air, they just launched the non-stop service to Toronto and Seattle and very soon to New York City and Los Angeles. Why Xiamen Air is so eager to do so, because President [inaudible] used to work in the Fujian Province. His responsibilities were to be in charge of Xiamen Air and when he went to Seattle last year, he went to buy some airplanes. He said, I used to work in Xiamen Air and I hope Xiamen Air could have service to United States, so they did this. So, lots of political reasons.

Digital China. Of course, digital is important everywhere, but considering our engagement on the internet and the phone, you will see it's the most important thing to do some digital marketing in China. We have 1.31 billion mobile users which means, everyone has a phone in China. You maybe think, of course, everyone has a phone in the United States, but consider the population and the economy means that most people in Tier 1 cities have one, two or three phones. We have 980 million internet users and 620 million mobile internet users.

For digital marketing, I think in China we shoot for three things. Social media, of course. The major social media channels WeChat and video and live streaming. Live streaming is a very interesting topic. I'm learning that because I never used it before. This is a challenge for me. My nights are spent with lots of time on that. I didn't get it right now, but I tried to understand how it works and how it helps us to do digital marketing.

First, I think no matter if we do social media or video or live streaming, we need to find some people to help us to tell the story. We call it a KOLs, means Key Opinion Leaders, which means bloggers or influencers in China, to help us to tell the story. You can see that lots of KOLs have huge fan bases. For example, like this lady, Wen Yi, she's a gourmet and has followers of over 4 million. This is much higher than maybe some media circulation. I can give you an example of how she works on Weibo. Whatever she recommends or sells, people really buy it. During the last Chinese New Year, she created gift bags. Only one red envelope and one notebook, which was sold with a price over 200 RMB which nearly is \$30 US dollars. That's really expensive in China, you know. In China, people would buy a notebook and maybe only 10 RMB. This is over 200 RMB but she sold 60,000 gift bags in two weeks. That's crazy.

These KOLs are influential in a way to have them to tell stories, maybe on Weibo or WeChat. First of all, I would like to talk about the Weibo. I think most of you have heard something about Weibo. Weibo now has 236 million monthly active users. Some people said maybe Weibo is dead, but no, actually Weibo is now alive again. During the 2016 Olympics, Chinese female volleyball team [inaudible] we had over 5 million discussions on Weibo. Weibo is more like a broadcast platform to help people to discuss some societal topics. This is a very good platform to release our information.

WeChat. Now in China, everyone—even for the international market, everyone is talking about WeChat. If they don't have a WeChat, that means we lost the people. WeChat, they have 806 million monthly active users. How do we describe the activity—that means you have to chat with your WeChat over 20 times a day. You

spend lots of time on that. For us, we even use WeChat as a working tool. We have WeChat on the PC, which means when we work, we can type something on WeChat. We can create a group chat to communicate our work mates. We can share files on that. WeChat can do a lot of things. I will show you later.

WeChat is more like combining Twitter, Facebook, SnapChat, Apple Pay, everything, but it's really personal. For example, I don't care if I follow anybody on Weibo. That means, I don't care if I follow anybody on Facebook. I just see something very short and I don't care about that. But on WeChat, we only want to follow some people like friends, family or some people that have a relationship with your work. Any things you post as a public account, should be fun and fast. For content, it's really, really important for WeChat. Usually for one post, we spend at least six hours on one post on WeChat because first of all, we have to brainstorm on the topic or theme. We have to have everything related to a current hot topic in China. We cannot say very old-fashioned things. Then we have to collect lots of information together and translate it. We cannot just translate things into Chinese, we have to rewrite in a language to help young people to like it and forward it. The content should be very creative, inspiring and with high quality.

I will show you how WeChat works. This is my husband's WeChat account. I'll show you how it works. We can text message, of course and that's my kids' picture. I can take a picture or short video and send it using WeChat. It's very easy. You don't need to open your camera, you can just film everything through WeChat. Then we make a video call or voice call. That's a really important thing. I transfer one RMB to him.

These are red envelopes I did every year during the Chinese New Year to my team. It's a tradition in China to give people red envelopes during the Chinese New Year and this is a money transfer. They can transfer money to anybody we want. Only want to transfer one RMB at once. Don't want to do too much.

You can send a location. It's really easy to tell your friend where you are. You can share some posts you like, a file or report or PowerPoint or Excel, everything, you can share on WeChat. You can send some people the content and information so people can follow your friends directly.

Then I will show you how the public accounts and the moments work. This is a public account. For public accounts, we are allowed to post one or two posts a week. Every article is really, really long. This is an example about the food in a restaurant in Texas, where it collects a lot of information about the very special restaurant. There's a picture with a description with address, website, everything. This is one long article. That's why we have to work on it six hours.

Then I will show you the Moments. The Moments is a place for people to share something. You can share pictures, video, content, location, everything. This is a picture of the restaurant and this is the article. It's an interview for OTA.

This is a very short video. This is my son's school. The teachers post something like that to share with the family to see how your kid is doing in school. That's how WeChat works in our daily life.

Another important thing about WeChat is WeChat Pay. Now in China, less and less people are paying in cash or credit card. We use WeChat and AliPay, very often. In Beijing and Shanghai, very big cities, you can use WeChat Pay in every store or even in very, very small store. If you just buy some fruit, you can pay with WeChat Pay. That's very convenient. Even friends when they have dinner together, they don't need to pay separately. One person pays on WeChat and then she can send a payment request so everyone can pay her via WeChat. You can see on WeChat Pay we can do money transfer, mobile [inaudible] or even some charity. For the third-parties we can order food, order a taxi or some hairstyle or people to come to your home or office to give you massage or nails, everything. That's why in China people are lazier and lazier. We don't want to work out of a home, we just want to stay there to order everything.

What can we do with WeChat for destinations or the tourism companies? First, beyond all the public account functions, we also can do the online training programs. For example, we used to do some destination training programs on PC but now people spend less and less time on that. If we do something with WeChat, the industry people can do the training maybe on the bus or the subway. Whenever they check WeChat, they may spend several minutes on the training. That's more convenient for people to learn destination information.

For restaurants, even for me, I've traveled to the United States many times, it is still very, very difficult getting to sit down in a restaurant to understand what they offer. I can read the words, of course, but I don't really understand what food it is. Whenever I order something, I just expect a surprise because it's really hard to understand. In China, we have everything in a picture. It's really helping you to understand what you order. We have a system on WeChat so you can translate everything in Chinese and explain what the dish is and there's a picture. People can see it, then order it and then pay with WeChat.

For hotels. Caesar's Entertainment just launched their WeChat Booking with WeChat. This is the first United States company to do so. It's really a big deal in China. People don't need to go to an OTA anymore, they just check the Caesar's

WeChat account and then book the rooms directly. For our hotel partners, if they can—if they don't have the booking system, that's fine, but at least I think they can have a WeChat account. When Chinese check in, they can just scan the QR code and then follow your account. All your hotel's information can come out to show maybe where the restaurant is, where the gym is and lots of things about your hotel. I think that's really helpful for people staying at your hotel to feel welcome.

We started to represent TravelNevada on July 1<sup>st</sup>. Our team members are Laura Li, Account Leader and then Chloe Wang, Trade Representative and Jess Wu, PR and Social Media Representative. Both Chloe and Jess are here, so if any partner would like to talk to them, they can just find them.

A very quick review about the first quarter. We conducted 15 sales calls and the most important thing; we talked to Hainan Airlines and tour operators to try to develop some packages with non-stop service from Beijing to Las Vegas. We also brought Hainan Airlines representatives and some tour operators here, to try to figure out how they work together. We conducted 15 media calls, which brought us \$1.428M in media coverage value in the first quarter. We just got our social media accounts ready in September; we have 53 posts on Weibo, with nearly 3,000 new followers and 7 posts on WeChat with nearly 1,000 new followers. Of course, we will work hard to push more in the future.

This is an example, the clippings of the LVCVA Sales Mission we attended in July. We started the first cooperation with the top OTA in China, Tuniu. We also brought Tuniu here and we will have an online promotion with them very soon.

That's all from China, thank you.

VECCHIO:

We're thrilled with the partnership with East West Marketing. Although they're new to us, they have been working with Nevada since the beginning. Daniel Chen who is the President of the company went on one of the first sales missions that we did with NCOT, way back when. They bring a fresh, new perspective with kind of age old eyes, which is a really nice combination for us.

I have a couple of copies of their quarterly reports since I know they had to go through that very quickly. I will bring this up to you all and you can look it. They're doing a great job and we really appreciate them.

Sheema, we're going to have to run through your presentation so quickly. Sheema, are you here?

VOHRA:

Yes.



VECCHIO: Sorry about that. We have no time left. We need to be out of here by 2:25. We may need to forgo some of the rest of this. This is incredibly important and these folks came a long way, so we definitely want to hear from them. You hear from us all the time. Sheema, take it away.

VOHRA: Thank you very much. What an honor to be here. We are the tiger that's really waiting to roar. I'm going to try my best and technology hates me so I have my colleague here to help.

I'm Sheema Vohra, the Managing Director for Sartha Global Marketing. We are a very unique company in India. We provide services in-house for both public relations, consumer marketing, digital and trade representation. We're very privileged to be representing several very prestigious US accounts, including LVCVA and Brand USA. And, I have another secret to tell you. I belong here. I'm so happy to be home, I'm from UNLV. Thank you very much Nevada for always welcoming me home.

CARANO: Go Rebels!

VOHRA: Yes, Running Rebels with Tarkanian. I was of that era. Okay, just a little joke and I promise it's going to be a second. I taught the Running Rebels English, so that was fun.

Really a quick market overview. I'm not going to get into a lot of these details. I think all of this, all of you know. I'm going to really try and pinpoint a few things which might be very interesting.

The fastest growing economy, which I think is very exciting for us and a very stable government at this point. It's never been a better time for the alliance between India and the United States. I think our Prime Minister has been here more often than he has been to any other country and so has President Obama been back twice. I think it's a great time to be getting into any kind of alliances.

Our population is 1.2 billion people. Let me talk about the youth market. We are a very young nation. We have 50% of our population under the age of 25, 65% under the age of 35. It's a very young nation. Let me go back a little and explain this to you in context. We have 700 million under the age of 35 but these are from all economic classes. They're not our only audience. From this 700, we're really targeting about 20 million. That's important to understand because as we get forward in the presentation, when we talk about digital and what the influence of

the digital marketing has been, I think this should make you understand that a little better.

We have a growing middle class increasing their disposable income and also with an attitude change. Our fathers always wanted to save money, our kids want to spend money. They've grown up in an era where India is really doing well. They don't know what unemployment means. They just want to spend the money and spend it now. Of course, English, I think that's a very important thing in our favor. English is the business language and very viably spoken.

Here again in the India outbound market, by 2020, they predict that we'll have 50 million people traveling. The beauty is that all segments are seeing growth. Whether that's special interest, groups. FIT I think is the growth for every market in the world today. And, MICE which I think is a very big advantage for Nevada, given that we have Las Vegas right there, which is the most preferred MICE destination in India.

The Indian travelers are changing a lot. They are very well informed. They're sophisticated and educated. They're looking for new activities; out of the ordinary experiences, living like a local. I think all of these are great words for us in Nevada. We get it all here.

Major drivers, I mean, entertainment, nightlife, obviously with our young population. Also, given the fact that we don't have a lot of that back home. We have a lot of restrictions on the kind of entertainment and nightlife in our own country. Theme parks, family attractions, beaches and water sports are picking up. Shopping is, I think there's no other place in the world than the United States that offers the value for shopping. Of course, adventure and outdoor activities.

In these segments, I'm going to just talk about three of them which I think might be interesting. Honeymooners; all honeymoons are paid for by parents. So, very, very high yield. They want to do anything different, what they can come and brag about. Those bragging rights become very important.

The VFR, it's a changing profile. Indians don't like to be alone. We're not loners. We hate to be traveling, eating alone, going out alone. We like to be in places with friends and family, but we're not living with them anymore. A lot of them now are living on their own so they're really tourist. Then of course the student traveler, which is about schools that travel out. The business and leisure traveler is what we call pleasure. Again, a very big advantage for Nevada because all people coming on business, whether it's to our gateways of Las Vegas, Los Angeles, San Francisco, all can be doing an extension into Nevada.

Lift into the West Coast. Just to give you some idea, I'm going to go back and talk about two of these. One being the first direct flight to San Francisco by Air Indian. It's running at a premium. I think it's a big advantage for us. Because anyone that comes into the United States will not just be doing one destination. They're going to travel all around.

Of course, the gulf carriers. They're our national carriers, honestly. Qatar, Etihad, Emirates, 50% of their lift and more is from India. Of that 50%, almost 85-90% is to the United States. It just tells you, we have some good news. I see Raphael here, but I think it might happen. I think Qatar will be coming to Las Vegas, they told me just before I left. It's probably going to be some time next year, I don't know when, but I think that will be good news for us.

Just to give you another snapshot. Fairly similar when you look at airlift in the US. The reason I put these two slides here is, we Indians are a little strange in the way we buy our tickets. If I get a better deal to New York, I'll probably buy that and then take a Jet Blue into San Francisco, Los Angeles, Las Vegas, that's just the way we think. I think entirely, the whole airlift to the US, also benefits Nevada.

Our key travel periods. Our normal summer holiday is from April to July, depending on where you're located. We get approximately about a month, month and a half. Currently we're in a Dusshera, Diwali celebrations. Diwali is our new year, which is at the end of the month. Normally, this used to be like Thanksgiving, people would not travel. Now they're all traveling. Of course, the December, Christmas, New Year holidays.

Just look at the growth there. You're looking at 17%. We've crossed the million mark. We were very excited. Recently we had our road show in India. We had the US Ambassador come to our VIP dinner in Delhi. He said that the Embassy and the Consulates in India have already crossed the million mark, by September. So, I mean, that's really fantastic.

We get a 10-year visa and we've always been getting that and it's fairly easy. I have this very interesting math that we did in office. In the next two or three years, you'll have 5 million people who are ready to hop on a flight and come to the US. They have their visa. They can come in here. It's a good deal from Etihad, let's just go there. I think that's all very good news for us here too.

Money spent, we're high spenders. We're at an 18% growth. Just look at the difference between '14 and '15.

Millennials, I think are very interesting for us. Obviously adventures, sports, experiential holidays, connect and share. I think these are fairly common about millennials all over the world. There was a film made in Bollywood called [in native language] which means, you only live once. It has done wonders for [inaudible]. The reason I put the video in here is, I hope it helps to change the stereotyping about how Indian travelers are. I hope this will provide some change.

This is really the new traveler. They're really hungry for new stuff. That's what they want to do, they want to be free. I think this is what something that United States owns and every state and every city in this country owns is that sense of freedom that you get when you come to the states. What better than what we have here. I just put this down here for our diversity.

The unique sites, I've just come back from the outdoor. We've been so excited to see what we've seen around here. Unique experiences, the little pleasures, you know and the outdoors. I think that says so much about our state.

Just a snapshot, I'm not going to get into this detail, but we all know social media is everywhere and India is no different. The growing mobile market is the fastest growing smart phone market and everything is now in mobile. You know, gone are the days when you did anything else, everything is on mobile.

As a matter of fact, I was on this FAM and I would like to point out, I have two of my colleagues here. We have Sunila from Vena World. She's probably number three today in terms of the numbers coming in from our tour operators, so thank you very much for being here Sunila. We have here Veneeta from Amazing Vacations. Sunila taught me so much on the strip when I was with her on smart phones and how to use my smart phone. She said I didn't deserve an Apple. Hopefully I've done a little better now.

Really Facebook, Twitter, LinkedIn are the three most popular and Instagram picking up very much. Again, keep in context, that's why we say in India, you cannot just be doing social media. If you go back to what I told you about where our target audience sits, we've got to do a combination of both. Traditional media is still working. Print, television, still rule. Again, a little bit of digital is important and it will continue to grow.

Just a little on our industry. We have wholesalers, retailers and you have your region tour operators. Of course, our active travel agents that are there. They prefer to work through DMCs or receptives. One of our biggest challenges is to continuous train the travel agency stuff.

I'm going to start getting into what we've done in terms of activities. We've had the honor of representing Nevada since October 2015. Just some tactical co-ops that we did with Flight Shop.

This is one of the things we did with our major tour operator. He was with us here last year and he actually put it into his major brochure program.

Trade is really important. Trade outreach, we've had the honor of having the Lieutenant Governor in market. We hope to welcome him back with Governor Sandoval in November/December. It was a really good visit. It was during one of our major shows called SATTE. We got huge media, fantastic VIP, [inaudible] major captains of industry of the travel trade and airlines. Just to give you some other snapshots. This is the US Ambassador. He had come to the Las Vegas booth.

Our educational seminars. This is a very important part. We joined hands with Brand USA in doing the educational seminars. My colleague Varuni is right here, she's the one who really worked. Everyone here, please see that you meet her. Varuni is the Account Manager for Nevada. I think we trained almost over 550 agents to date across almost six cities in India.

Some of the in-store branding that we've done for Nevada. Our FAM trips, our objective is obviously to go a little beyond the gateways and we've had a lot of success. People have already started to put a lot of Nevada product into their programming and itineraries.

Brand USA Mission, which is a mission that happens for the US every year in September. We have active participation from Nevada. There you can see Larry. And Donna right there too.

We've done a Facebook page which has started to become fairly popular. We just launched it this year. This is our consumer page for the Indian consumer. We are just putting a lot more things which are India specific. How to get their visas, etc. We have also a travel trade page, which is used for the travel trade B2B.

Our PR activities, again, some FAM trips here. It gives you some of the fantastic media coverage that we've been able to obtain. Our team has done quite a phenomenal job there on a [inaudible] basis. I'm just going to run through this. There's one thing more I wanted to show you.

This kind of gives you a little bit here. There's one thing I want to put out here. We are working on a major project which we hope to involve Nevada. This is going to be with a major digital influence and the TV channel called MTV. That's going to

probably be about really experiencing the outdoors. We hope to partner with Nevada, our state next door California and Brand USA.

I hope we can meet all of you. I had to rush through this, but I hope you got a sense of where the market stands. If there's anything else I can help you with, any information, please feel free to see me, I'm here for the next few days. Thank you very much.

CARANO: Thank you Sheema. Amazing. Congratulations. Thank you, what a year.

#### Reports

IV Reports, A. Vice Chair's Report	TABLED
IV Reports, B. Administration a-c	TABLED
IV Reports, C. Public Relations Update a-b	TABLED
IV Reports, D. Sales & Industry Partners Update	TABLED
IV Reports, E. Nevada Magazine Update	TABLED
IV Reports, F. Department Agency Updates	TABLED

VECCHIO: We need to wrap up this meeting because we need to start with our other proceedings. Thank you again to everybody who has been here. We just need to do Commissioner comments and public comment and then we can adjourn.

#### Commissioner Comments

CARANO: Okay, great. Do we have any Commissioner comments? Seeing none. Okay, on the phone? Bob, did you have any comments?

STOLDAL: No, thank you.

#### Public Comment

CARANO: Okay, thank you. And, public comment? Seeing none. I apologize to all the other people on the Agenda. Nevada Magazine, we have a tremendous strategic plan update. We'll have to get those in the future. We have a great agenda for the rest of the afternoon. Everybody has their book. Is the Governor going to be here?

VECCHIO: He's here.

**Adjournment**

CARANO: The Governor is here. Thank you very much. Motion to adjourn?

SANTOS: So moved.

CARANO: Second?

NEWMAN: Second.

CARANO: And, all in favor say aye.

GROUP: Ayes around.

CARANO: Thank you very much.

The meeting adjourned at 2:22 p.m.

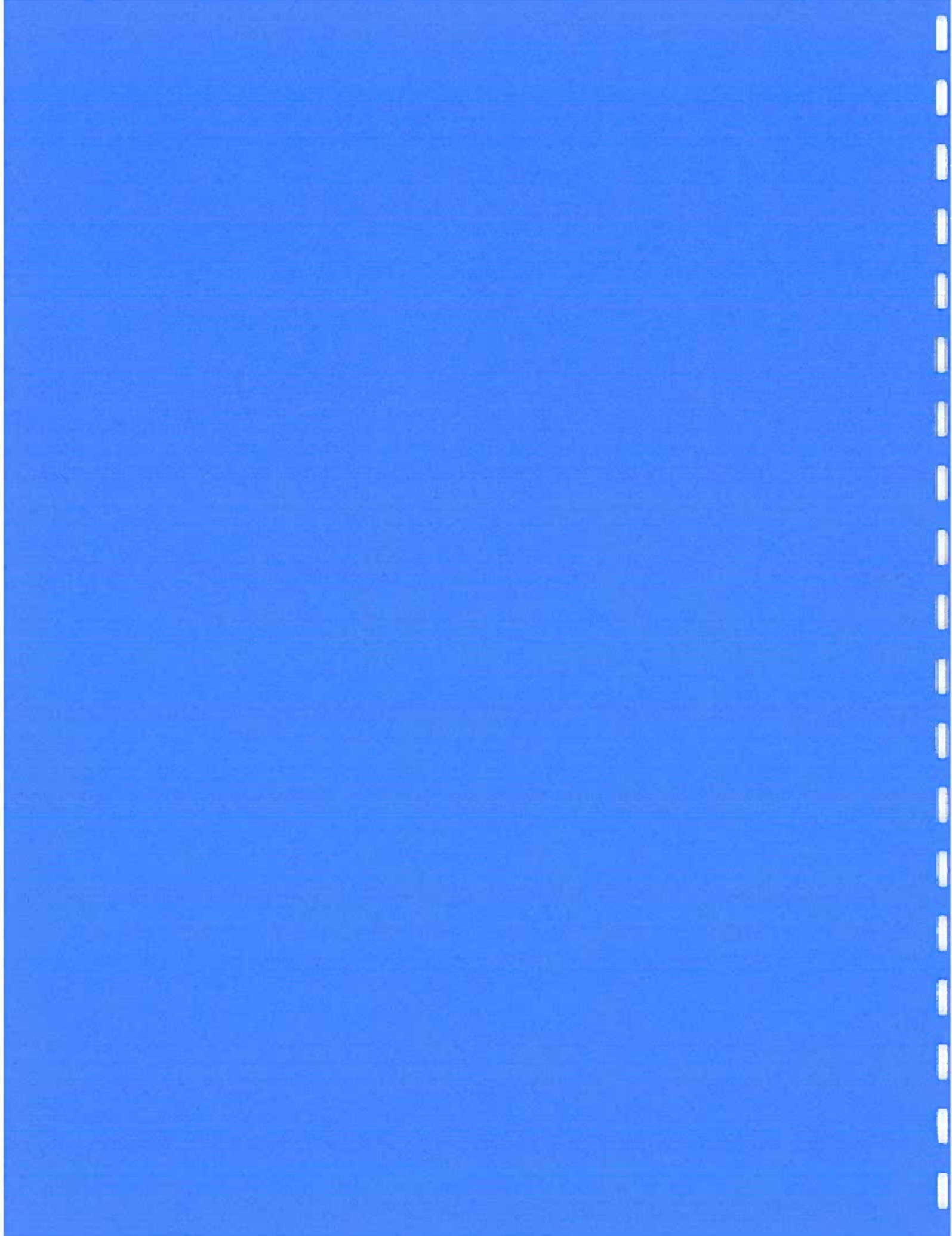
Respectfully submitted,  
Dee Chekowitz-Dykes, Executive Assistant  
Department of Tourism and Cultural Affairs  
Nevada Commission on Tourism





# Presentations

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An update and proposal to  
**The Nevada Commission on Tourism**

For continued support of  
**Seven Magic Mountains**

## Seven Magic Mountains – Status Report

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Seven Magic Mountains (7MM) upon opening in May, has become a resounding success, evolving the Nevada brand as a cultural destination and helping to support existing tourism efforts. The Nevada Museum of Art submitted its initial request of \$250,000 to the Nevada Commission on Tourism in 2013 in support of this landmark work. In 2015, the Commission generously supported 7MM with a grant of \$100,000 with the agreement of additional funding providing the project's initial success. We ask the Commission to continue its support of this important project with a remaining grant of \$150,000.

At the November 11, 2016 meeting, the Museum presented to the Commissioners a project update proving tremendous success. The following proposal outline serves as a status report for the Commission.

### PROJECT FUNDING STATS

Overall project cost:	\$3,500,000
Total funding raised:	\$3,150,000
Total funding needed:	\$350,000
NCOT sponsorship request:	\$150,000

## Publicity Update

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### PUBLICITY VALUE

Updated publicity value is \$6,495,282 (this is a \$700,385 increase since the October 11 report).

### PRESS HIGHLIGHTS

- About three weeks after Seven Magic Mountains opened, the Museum received a call from the editorial board of The New York Times to inform us that in all their years they've never seen an artwork or exhibition receive the international buzz that 7MM has.
- Top tier media placements include The New York Times, CBS Sunday Morning, The Guardian, CNN, USA Today, The Huffington Post, LA Times, The Telegraph, Harper's Bazaar, Slate, Elle, Qantas Airlines in-flight, ArtNews, Juxtapoz, and many more.
- Stories have appeared around the world: UK, Belgium, The Netherlands, Germany, France, Italy, Switzerland, Sweden, China, Japan, South Korea, Thailand, India, Mexico, Brazil, and Australia. With Australia, the Museum recently learned 7MM will be featured on the cover of Qantas Airline's in-flight magazine in the November issue. 7MM was also on the cover of Juxtapoz magazine.
- Features have touched multiple verticals: travel, luxury, mainstream news, fashion, art, academic pubs, science, and lifestyle.

## **MEDIA SUMMARY**

- 565 news stories
- Total National TV Audience: 5,044,662
- Total Local TV Audience: 1,682,124
- Total Estimated Online News Visitors: 151,577,950

## **SOCIAL MEDIA**

- #7magicmountains and #SevenMagicMountains combined average more than 200 mentions per month on Twitter;
- More than 500K likes on Instagram since opening with incredible engagement (averaging over 3K comments per month);
- Facebook page has almost 3,500K organic likes since the opening.

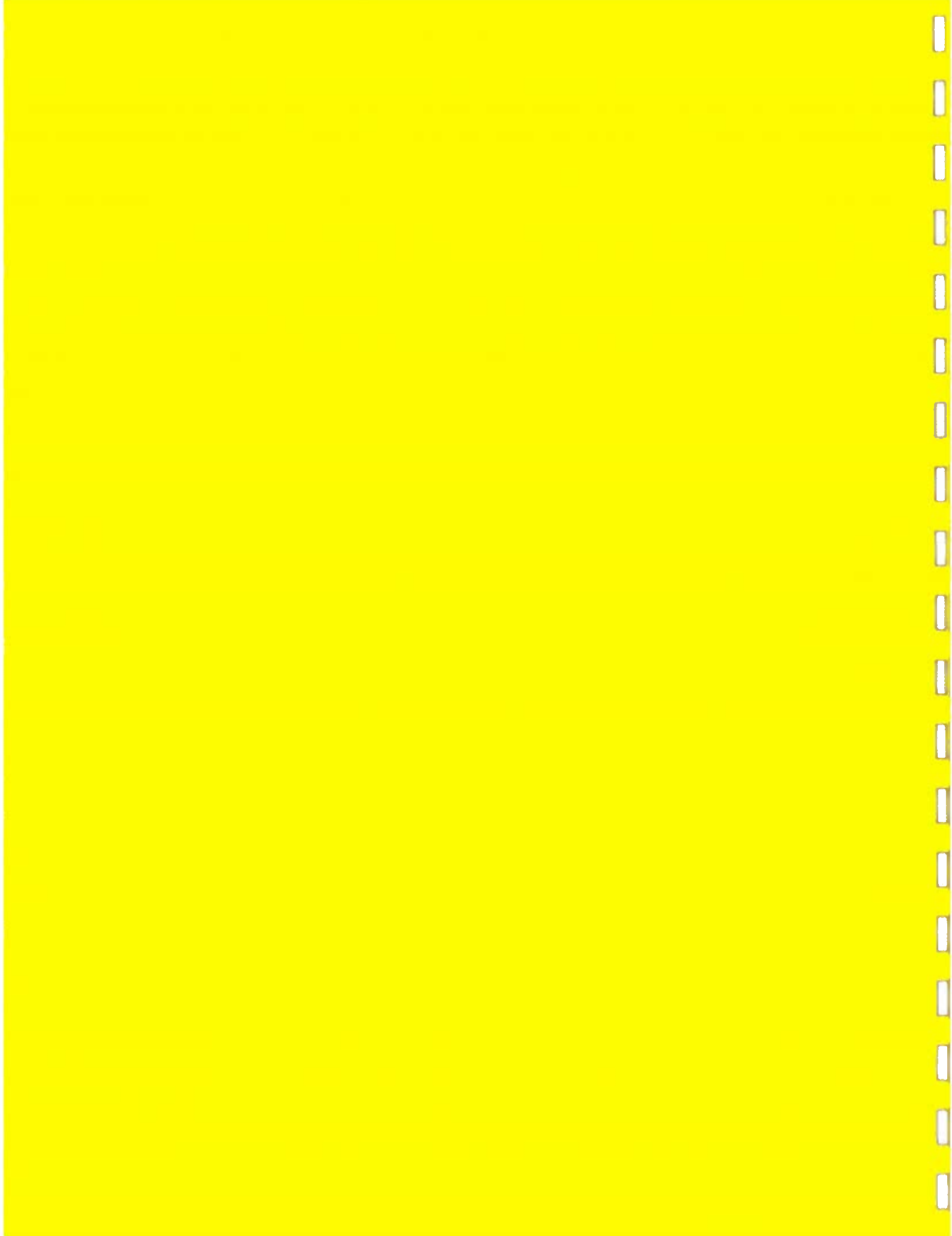
## **FUTURE MARKETING/PR PLANS**

- The Museum will hold a one year anniversary by staging a press event, bringing Ugo Rondinone out to speak, gathering people from around the globe to convene once more in celebration for this landmark installation. The milestone anniversary provides new energy, reason for another onslaught of press stories, and additional social media opportunities.
- Seven Magic Mountains has created global interest, spawning new commissions that raise visibility. For instance, the artist created "Miami Mountain" that was unveiled this week at Art Basel Miami, a major art fair. The Museum is in attendance representing Nevada. The project was sponsored by MGM Resorts International Art & Culture Initiative, a focus driven largely in part by their association with Seven Magic Mountains. This new single mountain has created additional buzz and attention for the Nevada installation.
- Throughout the two-year duration, the Museum will continue to program meetups and talks in the Las Vegas area.



# Reports

TRAVELNEVADA.COM ✦ #TRAVELNEVADA





**FY17 vs FY16 vs FY15 vs FY14 Tourism Category Expenditure Update Through November 30**

Category	Description	FY17	FY16	FY15	FY14
<b>CAT 02</b>	<b>Out-of-State Travel</b>				
	Legislative Authority Amount:	\$49,406.00	\$49,406.00	\$49,796.00	\$49,796.00
	Actual Expenditures:	\$11,168.48			
	Remaining Available Funds:	\$38,237.52			
	% Spent YTD:	23%			
<b>CAT 03</b>	<b>In-State Travel</b>				
	Legislative Authority Amount:	\$43,496.00	\$38,096.00	\$45,735.00	\$45,735.00
	Actual Expenditures:	\$12,358.03			
	Remaining Available Funds:	\$31,137.97			
	% Spent YTD:	28%			
<b>CAT 30</b>	<b>Training</b>				
	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%			
<b>CAT 31</b>	<b>Promotion &amp; Advertising</b>				
	Legislative Authority Amount:	\$11,309,367.00	\$12,168,367.00	\$9,163,563.00	\$10,049,870.00
	Actual Expenditures:	\$1,850,249.55			
	Remaining Available Funds:	\$9,459,117.45			
	% Spent YTD:	16%			
<b>CAT 43</b>	<b>Int'l Trade/Tourism</b>				
	Legislative Authority Amount:	\$753,306.00	\$753,306.00	\$698,368.00	\$698,368.00
	Actual Expenditures:	\$173,250.00			
	Remaining Available Funds:	\$580,056.00			
	% Spent YTD:	23%			





**2016**  
NEVADA GOVERNOR'S  
**GLOBAL TOURISM**  
SUMMIT

# 2016 Nevada Governor's Global Tourism Summit

Thursday, November 03, 2016

Powered by

**NEVADA**  
A WORLD WITHIN.  
A STATE APART.

## 80

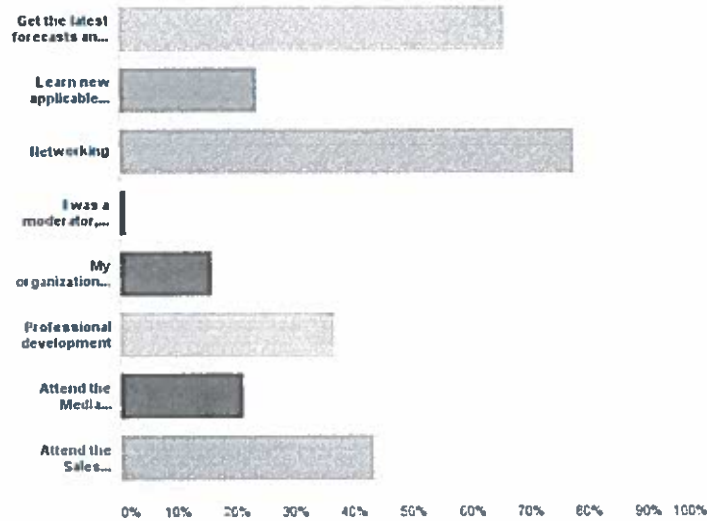
Total Responses

Date Created: Thursday, September 29, 2016

Complete Responses: 77

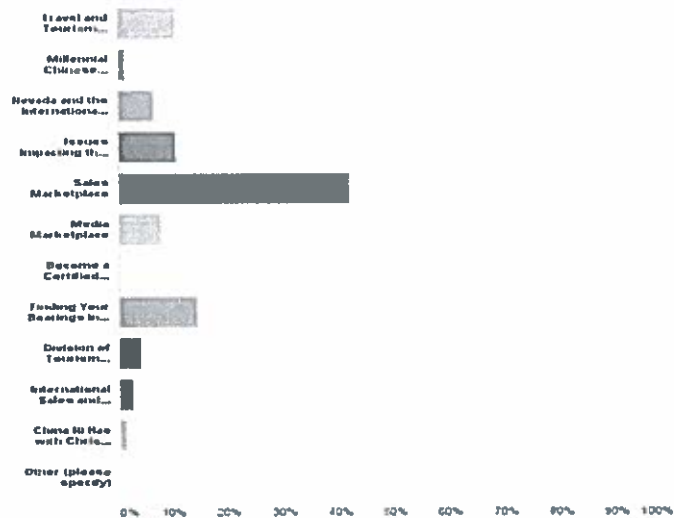
### Q1: Why did you attend the 2016 Governor's Global Tourism Summit? Please select all that apply.

Answered: 76 Skipped: 4



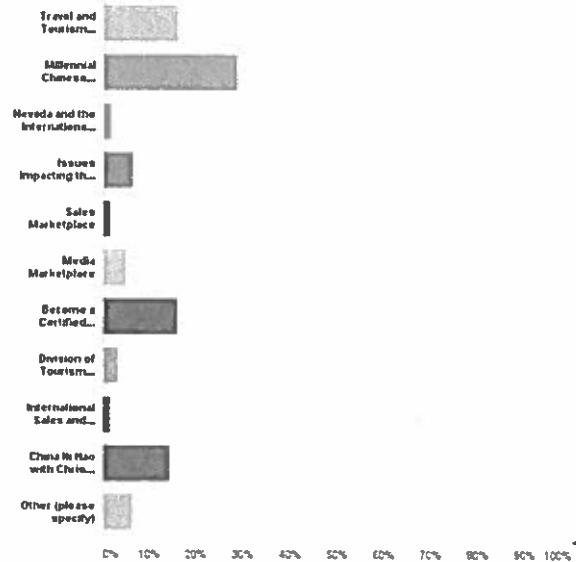
### Q2: Which of the sessions did you find most valuable?

Answered: 77 Skipped: 3



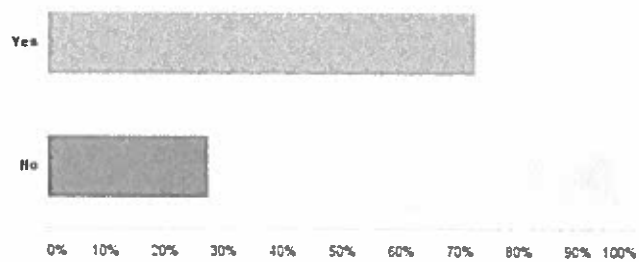
### Q3: Which of the sessions did you find least valuable?

Answered: 63 Skipped: 17



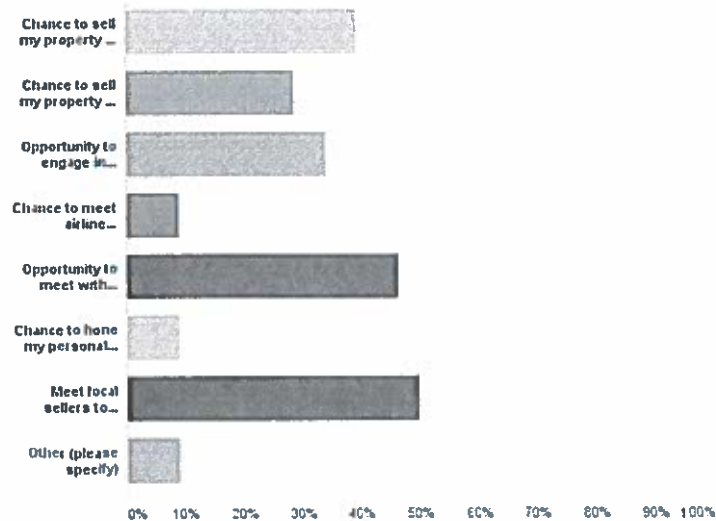
### Q5: Did you attend the sales marketplace?

Answered: 77 Skipped: 3

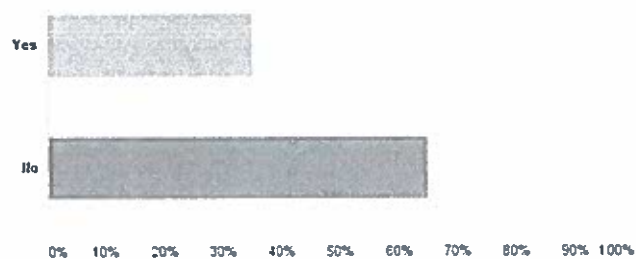


**Q6: What did you find most valuable at sales marketplace?**

Answered: 56 Skipped: 24

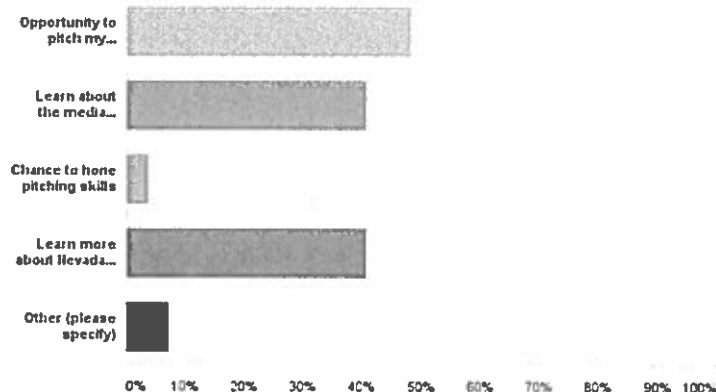
**Q7: Did you attend the media marketplace?**

Answered: 77 Skipped: 3



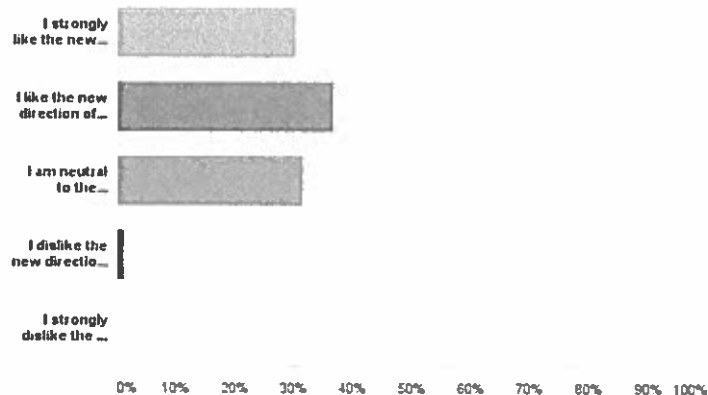
### Q8: What did you find most valuable at media marketplace?

Answered: 27 Skipped: 53



### Q9: The conference has evolved from the Governor's Conference on Tourism to the Governor's Global Summit on Tourism. What is your opinion of the new direction of the Governor's Global Tourism Summit?

Answered: 76 Skipped: 4



## Comments from participants

### Excerpts by Topic

Date Created: Thursday, September 29, 2016

Complete Responses: 77

### Comments regarding international

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"felt it was too focused on China, I understand the theme, but there is a lot more going on in tourism outside of China"

"With the number of international visitors rising, information on customs, etc we should know to make our visitors feel welcome would be good. Perhaps an [app] for our phone that could translate would be good."

"Our property does [minimal] international [business]."

"Itinerary building for international travel agents"



**Comments regarding marketplace**

---

"Please schedule the Sales and Media marketplace at different times so we don't have to chose either/or. I would have done both."

"The sales marketplace is invaluable and worth the cost of the conference. I would like to see speakers that can correlate more data and information directly to all of Nevada not necessarily just Vegas or Reno. The state as a whole has such varying degrees of tourism and interests, this can make the speakers not as relevant to all attendees."

"As agent, great to hear pitches for real folks."

**Comments regarding marketplace**

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"As a buyer it would have been useful to have a list of the suppliers ahead of the summit and also the opportunity to pre-schedule the 7 minutes appointments as there were more buyers than suppliers in attendance and for a few slots I was sat with no one to talk to and only got the chance to meet with half the suppliers. If the meetings were pre-scheduled I would have been able to meet with everyone and it would have been more beneficial. This is the way that other summits are organised and it seems to work better. "

**Comments regarding local/rural tourism**

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"As Nevada's corporate business changes it would be helpful to incorporate this into the Summit. A certain amount of this qualifies as Global."

"I hope that Global will still have a focus on national travel and tourism as well as international"

"To include the rural areas as a source of historical education and diversity, and to offer a panel of large city tourist specialist to work with the people from the rural areas."

**Comments regarding local/rural tourism**

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"More ways and ideas for the Reno and Vegas to help reach out to rural Nevada....group tours or weekend adventures, sold or pitched by the cities and coordinated with rural area chambers to help bring a more diverse crowd and introduce them to the cultural Nevada experience."

"More on rural Nevada and the cultural experience to be had"

"Pronounce Nevada correctly :) "

### Comments regarding the conference time

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"It was a good conference but some of the sessions were very long without breaks. I noticed much of the audience going in and out during the sessions due to lack of breaks."

"Timing was an issue. Some had to rush and others seemed to have no regard for their allotted time."

"I think this was the best Gov's Conference in years - good job team! The energy was great and the topics were relevant. Perhaps have a dedicated timekeeper to keep speakers and panels on track...so that we have the opportunity for Q&A at the end of appropriate sessions. The timekeeper does not need to be an executive type, just someone who everyone understands is in charge of the schedule."

### Comments regarding the conference speakers

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"really enjoyed the gentleman that traveled through Nevada"

"Dr Salz presentation was great, more of the same would be good. It's always interesting to hear about what is available in Nevada."

"Dr Jeff Salz - most enjoyable"

"Stagger the sessions so that you can attend more than 1. I wanted to attend both the Chinese sessions as well as the Food Tourism but both were at the same time"

"PR coaching on how to pronounce Nevada! I think it was great that we had a variation of hard data in inspirational travel speakers at this year's conference, great blend that didn't make it overwhelming."

### Comments regarding the sessions

---

"Dr Salz presentation was great, more of the same would be good. It's always interesting to hear about what is available in Nevada."

"Dr Jeff Salz - most enjoyable"

"Stagger the sessions so that you can attend more than 1. I wanted to attend both the Chinese sessions as well as the Food Tourism but both were at the same time"

"The breakout sessions were not organized well. I would have liked to attend both."

"PR coaching on how to pronounce Nevada! I think it was great that we had a variation of hard data in inspirational travel speakers at this year's conference, great blend that didn't make it overwhelming."

### Comments regarding the conference

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"The suppliers display area seemed less attended."

"Cover all those in the audience including wholesalers and airlines."

"Breakdown of activities tourist choose and their interests. Tourist planning steps/websites utilized for research."

"Burning Man should have done a presentation and an exhibit"

"Generational tourism - not just millennials"

"How to train front line employees/services to improve visitor experience and appreciate their contribution to the local economy"



Nevada Division of Tourism  
2<sup>nd</sup> Quarter, FY17 Report  
December 14, 2016

Overarching Annual Goals

1. Drive revenue to the State of Nevada through travel and tourism activities.

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
Track lodging, entertainment and gaming tax (primarily during campaign timeframes) to identify TravelNevada's impact on the statewide economy.	Discover the Facts completed for 2 <sup>nd</sup> quarter 2016. Most recent report is available at <a href="http://TravelNevada.biz">TravelNevada.biz</a> .  Q3 will be available the first week of January.	25%

2. 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.

KPI	Activity (per quarter)	Tracking to Goal (year to date)
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.	TravelNevada.com is undergoing development to ensure the site mirrors the campaign evolution and provides a more efficient track from information to purchase. The site will be ready for launch with the Fall/Winter marketing campaign in November.  Once the site is live, Fahgten will provide ongoing tracking as to how the users are using the site, traveling down the purchase funnel and ultimately making the purchase.	50%

	The Fall/Winter site is now live, with new landing pages to support three content categories: Adventure, Nevada Insiders, and Road Trips.	
Provide increased opportunities for consumers to link to statewide industry partners.	No activity this quarter.	25%
Create robust mobile platforms, including an app that provides both travel and educational information.	<p>A link to territory sites has been placed in the footer of TravelNevada.com. We have also authorized Madden Media to offer turn-key development of microsites for partners that will act as "content hubs" on TravelNevada.com</p> <p>The mobile app was launched in 2016 and is being refined to match the website. Work continues on getting the educational content added to the "Around Me" section of the app.</p> <p>There has been further development with MTrip and Fahlgren Mortine to integrate user data from TravelNevada.com.</p>	30%
Identify opportunities for engaging Nevada tourism industry partners with consumers and the travel trade.	<p>Nevada industry partners will be able to interact with approximately 70 buyers and media at the 2016 Global Tourism Summit. Coordination for this event occurred throughout the first quarter.</p> <p>TravelNevada provided opportunities for the industry to attend the Governor's Trade Mission to Australia in July/August.</p> <p>TravelNevada invited partners to join us at the Vancouver International Travel and Adventure Show in September.</p> <p>Partners also were invited to participate in TravelNevada booth at ASTA which was held in Reno in September.</p> <p>Thirty (30) Nevada partners joined us for the first-ever TravelNevada Gives Thanks event held in Marina Del Rey November 17th. Approximately 60 buyers attended the one-day event. Feedback from partners was very positive.</p>	50%

3. Increase domestic integrated marketing campaign return-on-investment

KPI	Activity (per quarter)	Tracking to Goal (year to date)
ROI determined based on paid, earned and social (owned and earned) media efforts. Current ROI is 33:1 for paid (only) advertising.	Current ROI is 77:1 based on the TNS study of the Fall/Winter 2015/16 campaign. This incorporates the new methodology that integrates paid, earned and owned media. Campaign measurement continues with testing for the Spring/Summer 2016 campaign in the field.	50%

4. 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.

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
Rural Marketing Grants	Five new organizations applied for the 2 <sup>nd</sup> cycle rural marketing funds.	50% (based on two grant programs)
Cooperative Marketing program	RFY2017 2 <sup>nd</sup> Cycle Rural Marketing Grant program – received 100 applications requesting \$743,145 in funding. Recommend Awarding \$504,230 for 89 projects. Fall insert – 16 partners (same as the 2015 Fall insert).  Fall insert completed and inserted into <ul style="list-style-type: none"> <li>• Salt Lake City Tribune</li> <li>• Boise Idaho Statesman</li> <li>• San Francisco Examiner</li> <li>• Los Angeles Times</li> <li>• San Diego Union Tribune</li> <li>• Arizona Republic</li> </ul> Information disseminated by Madden Media to the Nevada tourism industry regarding the Mandarin domestic coop marketing program.	50%
Annual conferences	Governor's Global Tourism Summit – attendance tracking about even with the last time the conference was in Reno (260 attendees).	50%

	<p>The Governor's Global Tourism Summit was held Oct. 11-12 at the Grand Sierra Resort in Reno. Attendance totaled 286 people comprised of the Nevada tourism industry, representatives from both TravelNevada and the LVCVA international offices and international buyers and journalists. This represents a 9% increase over the last time this conference was held in Reno.</p> <p>A survey was provided to all attendees. The conference was generally rated very highly. The sessions noted as being most valuable are:</p> <ol style="list-style-type: none"> <li>1. Sales Marketplace</li> <li>2. Jeff Salz luncheon session</li> <li>3. Issues Impacting the US Brand Abroad (panel)</li> <li>4. Travel and Tourism Trends – opening session Richard Cutting Miller</li> <li>5. Media Marketplace</li> </ol> <p>The RFP for the 2017 location was completed. Seven Las Vegas area properties responded. Site visits were made to five locations. The intent to contract with one of the venues will be determined in early December.</p> <p>Work is underway on the program and all conference marketing components. The registration website will be completely redesigned and will launch the end of February 2017.</p>	
Use of the TravelNevada.biz website	In process as the site is enhanced.	0%
Number of partners uploading images and information on the TravelNevada.com website	Image library platform will be changing and should be ready for use in 3 <sup>rd</sup> quarter FY17.	0%
Number of partners sharing TravelNevada information via social media	<p>In FY16 (added to show benchmark for FY17)</p> <p>Facebook:</p> <ul style="list-style-type: none"> <li>• We increased our fans (followers) by 8% over FY15</li> <li>• We gained 9,357 new fans earning a total of 131,841 fans. We had a total of 122,484 fans at the end of FY15.</li> </ul>	



	<ul style="list-style-type: none"> <li>We earned 116,793 total engagements (39,490 reactions, 8,983 comments, and 18,320 shares). That's a 17.7% engagement increase over FY15.</li> </ul> <p>Twitter</p> <ul style="list-style-type: none"> <li>We increased our followers by 16.2% over FY15.</li> <li>We gained 4,118 new followers earning a total of 29,506 followers. We had a total of 25,388 followers at the end of FY15.</li> <li>We earned 22,096 total engagements. That's a 174.9% engagement increase over FY15.</li> </ul> <p>Instagram</p> <ul style="list-style-type: none"> <li>We increased our followers by 353.4% over FY15</li> <li>We gained 17,403 new followers earning a total of 22,327 followers. We had a total of 4,924 followers at the end of FY15.</li> <li>We earned 373,635 total engagements (365,131 likes and 8,504 comments). That's a 17,449.8% engagement increase over FY15.</li> </ul> <p>Facebook (October – December 7)</p> <ul style="list-style-type: none"> <li>Total fans: 133,894. Increased by 4% over previous quarter</li> <li>Total impressions: 3,879,423</li> <li>Post Engagements: 23,277. Increased by 1.7% over previous quarter</li> <li>Users reached: 2,748,721</li> </ul> <p>Twitter</p> <ul style="list-style-type: none"> <li>Total followers: 32,150. Increase of 3.5% over previous quarter</li> <li>Total posts sent: 178. Decrease of 32.1% over previous quarter</li> <li>Mentions received 628. Increase of 14.8% over previous quarter</li> <li>Engagement Metrics (Totals) <ul style="list-style-type: none"> <li>Replies: 82</li> <li>Retweets: 707</li> <li>Retweets with comments: 74</li> <li>Likes: 1,547</li> <li>Number of engagements decreased by 29.4% over previous quarter</li> <li>Engagements per follower: 0.3</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>○ Impressions per follower: 11.4</li> <li>○ Engagements per Tweet: 55.5</li> <li>○ Impressions per Tweet: 2,196.0</li> <li>○ Engagements per Impression: 2.5%</li> <li>○ Number of impressions per Tweet: 8.8%. Increased 8.8% over previous quarter</li> </ul> <p>Instagram</p> <ul style="list-style-type: none"> <li>● Total number of followers: 29,769. Increased 8.2% over previous quarter</li> <li>● Most used hashtags: #dfmi, #travelnevada, #visittheusa, #nevada, #dontfencein</li> <li>● Total engagements: 85,829. Decrease of 2.7% over previous quarter</li> <li>● Engagements per media: 964.4. Increase of 7.1% over previous quarter</li> </ul>	10%
Percentage of sister agency inclusion in appropriate programming	<p>Images taken for the State Map (partnership with NDOT)</p> <p>Worked with State Parks on aerial videography project with one of our contracted consultants.</p>	

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

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
Create consistent sales and marketing outreach to identified markets	<p>No activity this quarter</p> <p>Attended LVCVA Sales Mission to Brazil including attending Gramado Travel Show, Travel Agent Presentations, and sales calls and presentations in Buenos Aires.</p> <p>Planned and operated Nevada Sales Mission to Mexico including Travel Agent presentations, one-on-one meeting with key partners, and sales/media evening events in both Mexico City and Guadalajara.</p>	25%
Offer educational and business development opportunities for partners to strengthen understanding	<p>Global Tourism Summit coordination occurred throughout the quarter.</p> <p>Plans are underway for the Mexico sale, mission in October.</p>	30%

of successful international marketing including the Governor's Global Tourism Summit	Global Tourism Summit completed.
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6. 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.

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
Conduct stakeholder outreach program to ensure messages salient to each audience are conveyed on a timely and consistent basis.	PR team worked with the Northern Nevada Business Weekly on a special supplement to run in October, outlining the work of the agency and striving to convey its value.	25%
Engage the industry in the conversation around the value of tourism and its impact on local economies.	Planning is underway to engage the industry as the legislative session nears.  Meetings took place with key community leaders in Ely, Eureka, Baker, Wendover, Pahrump and Tonopah.	20%
Involve Nevada's tourism territories in conveying information pertaining to each territory's reliance on the travel and tourism industry.	Travel Nevada research staff is beginning to attend Territory meetings and convey the agency's research in an attempt to provide consistent information to the Territories.  Attending territory meetings: 9/14 Reno-Tahoe Territory meeting in Carson Valley 9/21 Indian Territory meeting in Carson City 10/21 Pony Express Territory meeting in Ely 10/25 Cowboy Country meeting in Gerlach 11/9 Reno-Tahoe Territory meeting in Sparks 11/16 Indian Territory meeting in Carson City 12/14 Reno-Tahoe Territory meeting in Reno	50%

Key Initiatives – Quarterly Results

1. Amplify Domestic Sales and Marketing

Research

Key Performance Indicators (KPIs)

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
Finalize IMC research model	Completed in FY16.	N/A
Complete advertising effectiveness studies (Springs/Summer, Fall/Winter)	Fielding for 3/5 campaign Fall/Winter campaign and FY17 always-on have been tagged and are closely monitored by TravelNevada and Fahlgren. Fielding will occur early March, after the wrap-up of the Fall/Winter campaign.	30%
Complete semi-annual economic impact study	Dean Kuyian presented at September Commission meeting – Impacts through 2015	100%
Ensure research is incorporated into all marketing campaigns	Tracking implemented in all digital placements; optimization ongoing.  Tracking the user experience on the new sub-landing pages that launched with the Fall/Winter campaign indicates that users value the navigation that helps them explore, discover and engage Nevada in new ways that blends with the “Don’t Fence Me In” spirit and storytelling conveyed on the site.	30%

Public Relations Driven Integrated Domestic Marketing Program

Key Performance Indicators (KPIs)

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
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Two media missions to major markets are developed and executed per year	Denver/Boulder in September; Salt Lake City in September	100%
Two in-market press trips for domestic media are developed and hosted per year, with trip ROI determined for each	Planning January press tour	25%
Media coverage provides at least a 15:1 return on investment	Q1 media value = \$4,326,637. ROI not calculated until media expenses are totaled, but will undoubtedly hit the 15:1 ROI goal	100% (for quarter)
Quarterly feature coverage in "A priority" media outlets	VIA magazine (Sept) cover on Flko, Forbes (Aug) story on visual storytelling, FoxNews.com (Sept) roundup of mountain coasters.  In December Estilo DF Magazine will be shooting a winter coverage of Lake Tahoe, Incline Village & Reno. The magazine will also have CD9 (famous boy band from Mexico) as the models for the cover.	50%

#### Paid Advertising/Creative Development (Domestic)

#### Key Performance Indicators:

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
Campaign return-on-investment increases year-over-year	Fall/Winter was 577:1 as presented in the Integrated Marketing Communications Effectiveness Study 7/28. Spring/Summer campaign data being analyzed	25%
Paid advertising moves to an "always on" platform	Effectiveness Study 7/28. Spring/Summer campaign data has been completed and the ROI for the combined year was \$74.54:1.  Paid advertising continues to include year-round, 25% of annual budget.  Paid media partners were assessed and new partnerships developed for the Fall/Winter campaign that will continue in "always on" strategy. Digital ads were also refreshed and placements revised.	25%

Statewide brand is integrated across all state agencies engaged in marketing	New logo on .gov; working with MDOT on state map and aviation map; DTCA branded business cards.	30%
Cooperative marketing program engages more statewide partners (year-over-year) and extends the brand to a \$500,000 additional advertising investment	Branded business cards were distributed to 73 individuals throughout DTCA. New branded websites for NAC and state museums were launched.  Developed Fall insert with Madden Media offering ad placements, related editorial, digital promotion and lead generation for four months, planning for Domestic Mandarin campaign.	50%
Innovative loyalty program is launched with return-on-relationship measures in place to track tangible and intangible program impacts	Domestic Mandarin campaign strategy was developed by Madden and approved by TravelNevada. Program is designed to engage Mandarin speakers in the US, offering partners an opportunity to engage with this new audience.  Still in planning stages	0%

### Digital Development

#### Key Performance Indicators (KPIs)

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
Specification and implementation of new technology to enable dynamic content production, engagement campaigns and social promotions	Website usability study and staff review of website to implement visitor selection of POI's for use in the booking process; began implementation of Clute API, which curates User Generated posts related to Nevada.  Further development of user "favoriting" on TN.com and related direct booking opportunities	30%
Conduct at least two seasonal consumer promotions per year	Conducted OtherPop promotion which collected user emails and built brand awareness through a balloon race cross-promotion and ride give away.	50%

	Development of monthly OfferPop promotions related to content calendar thru social channels.	
Increase engagement in all social channels, as well as the total "subscriber community" including new email leads	July consumer email sent; implement "personas" in September email	50%
Stimulate engagement with at least 4 new, innovative tactics including Instagram Takeovers, etc.	Consumer eblasts sent to four segmented "persona" audiences each month. Created 360 virtual reality video and posted on social channels	25%

#### Discover Your Nevada

#### Key Performance Indicators (KPIs)

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
Increase inquiry among Nevadans due to this promotion by 10% year-over-year. FY16 will be a benchmark year.	Benchmark is 110 inquiries	0%
Generate a 15:1 program ROI via earned media coverage		0%
Show an increase in Nevadans traveling within the state. Current percentage is 7.82%		0%

#### Domestic Sales Outreach

#### Key Performance Indicators (KPIs)

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)

Boost travel trade leads by 2% per show, year-over-year		50%
Create two additional opportunities for partners to gain a presence at travel trade shows	Thirty Nevada partners joined us for the first-ever TravelNevada Gives Thanks event held in Marina Del Rey November 17th. Approximately 60 buyers attended the one-day event. Nevada partners were invited to participate with staff at the Travel Industry Exchange to be held in San Diego in December	50%
Develop and host one (1) in-market FAM trip with domestic buyers		100%
Track presence at consumer shows, measurement to include number of visitor guides distributed, estimated number of consumers engaged		Ongoing though participation in consumer shows for staff isn't scheduled for the remainder of this fiscal. We will be providing travel guides to Territories to distribute as requested.
Develop Travel and Adventure Show contest to boost consumer database		



## Nevada Magazine

### Key Performance Indicators (KPIs):

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
Increase advertising sales by 5% year-over-year	<p>July/Aug 15 \$72,346</p> <p>July/Aug 16 \$72,417</p> <p>Sept/Oct 15 \$62,811</p> <p>Sept/Oct 16 \$65,662</p> <p>Nov/Dec 15 \$53,438</p> <p>Nov/Dec 16 \$56,553</p> <p>Year-over-year 3% increase</p>	60% to goal
Publish the bi-monthly magazine, with distribution the last week of the month prior to the posted issue dates	November/December magazine has been published & mailed. January/February 2017 will go to press 2 <sup>nd</sup> week of December.	80%
Publish the annual visitors guide with the timeline that ensures distribution on or before Jan. 15 of each year	Visitor's Guide has a press date of December 12, 2016 and will be distributed by January 15, 2017	100%
Sell 10% more advertising in the visitors guide year-over-year	<p>Visitors Guide sales 2016 \$170,500</p> <p>Visitors Guide sales 2017 \$177,850</p> <p>4.5% increase</p>	45%
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	Visitor's Guide will go to press on December 22, 2016 and the digital version will be available for upload the first of January.	100%
Produce and distribute both the southern and northern versions of Events & Shows	November/December magazine has been published & distributed. January/February 2017 will go to press 2 <sup>nd</sup> week of December.	80%
Create an advisory council that can help the magazine identify	No council formed	0%

new revenue opportunities and provide editorial insights	
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## 2. Drive International Visitation

### Key Performance Indicators (KPIs)

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
Conduct annual Mexico sales mission	Have plans in place for Mexico Sales Mission Nov. 28-Dec 3, 2016.  Planned and executed Nevada Sales Mission to Mexico including travel agent presentations, One-on-one meeting with key partners, and sales/media evening events in both Mexico City and Guadalajara.  Plans are underway for a China trip in mid-February, early March 2017.	100%
Identify and conduct a TravelNevada-sponsored sales mission to an international market (in addition to the Mexico mission)	French blogger (September); Australian journalists (September); Brazilian TV crew (September); Canadian group trip (September).	Group Trip: 100% Individual: 4/20
Conduct one group and up to 20 (qualified) individual press trips per year	Held Global Tourism Summit press tours with 20 media reps from eight international markets.  Worked with the sales team on the Estilo DF photo shoot with CD9 music group from Mexico (December).	
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	Leads from IFTM Top Resa will be distributed to the territory chairs.  Vancouver Int'l Travel Show September 24-25, 2016, 65 leads were sent to Territory Chairs for distribution within one week of show.	50%

Strive for 10% more leads year-over-year as a result of sales missions	End-of-year calculation.	
Host an instate familiarization trip at least once per quarter	<p>July 5<sup>th</sup> – 10<sup>th</sup>, 2016: Hosted an India Sales FAM, the participants included premium travel agents looking to expand current itineraries or add new product. The FAM visited Lake Tahoe, Genoa, Reno, Virginia City and Las Vegas. All FAM participants were very impressed with being able to see new options outside of Las Vegas Strip, and will be looking to expand their outdoor adventure options.</p> <p>Hosted two pre-fams for the Global Tourism Summit for our international buyers and offices to attend. Both start in Las Vegas. One follows Hwy 93 and one follows Hwy 95 with them coming together for Lake Tahoe and Reno.</p> <p>Sept 27- Oct 1<sup>st</sup>, 2016: Brand USA/Delta Airlines will be holding a USA Specialist Mega FAM, Northern Nevada &amp; Lake Tahoe were selected to be part of the FAM. Brand USA Korea runs a yearlong US Specialist Program where 42 key travel agents become USA Specialist. From the group of 42 Brand USA and Delta Airlines select 24 agents to be part of the Mega FAM. The group will be visiting, Reno, Carson Valley, Virginia City &amp; Lake Tahoe</p> <p>October 22-25, 2016 Brand USA/United Airlines China FAM was in Las Vegas. The FAM consisted of 12 travel agents and a representative from United Airlines. The group visited Black Canyon, Hoover Dam, SpeedLasVegas, LipSmacking Foodie Tours, High Roller &amp; Papillion Grand Canyon Helicopter Tour.</p> <p>Taking Place in October in Reno with 40 Buyers from int'l and domestic markets. A total of 57 buyers will be participating at Governor's Global Tourism Summit. A total of 44 buyers will be part of a Pre FAM, the FAM will be starting in Las Vegas and end in Reno, NV. Buyers participating at Marketplace are from 12 different countries: Australia, Brazil, Canada, China, France, Germany, India, Mexico, New Zealand, South Korea, The Netherlands, and the United Kingdom.</p> <p>TravelNevada organized a Governors Global Tourism Summit pre-conference familiarization tour titled "Parks and Nature Fam." This fam trip included of 28 people including our in-country reps and top Tour Operators from China, Korea,</p>	50%
Coordinate and conduct the Nevada Marketplace event at the annual Governor's Global Tourism Summit		100%

	India, France, Germany, Australia, Canada, United Kingdom, New Zealand and the Netherlands. The trip originated in Las Vegas and included highlights such as a Papillon helicopter tour, Speed Las Vegas, Valley of Fire, Lake Mead, Cathedral Gorge, Great Basin National Park, Lehman Cave tour, riding the Nevada Northern Railroad, A trip across the "Loneliest Road in America" Lake Tahoe State Park, Lake Tahoe sunset dinner cruise, Genoa and Virginia City finishing at the Governors Global Tourism Summit to be part of the "buyer/supplier" marketplace.	
Work with in-market representative firms to develop an annual market brief. Post on TravelNevada.biz	Ongoing	
Ensure quarterly reports provided by the international rep firms are posted on TravelNevada.biz	Quarterly reports have been submitted and posted by the United Kingdom office, the French office and the German office.	50%
Visit each international office/market at least once per year to meet with the rep firms, the travel trade and media	<p>Visited Australia office in coordination with the Governor's Economic Trade Mission.</p> <p>Visited China international office while on LVCVA Sales Mission in July.</p> <p>Met with TravelNevada France at the Aviareps office in Paris on 9/19/16.</p> <p>Met with TravelNevada Germany at the Aviareps office in Munich on 9/27/16.</p>	50%
Represent Nevada at major international trade shows including at least: IPW, World Travel Market (WTM) and ITB	<p>September 21-23 TravelNevada attend IFIM Top Resa in Paris. This is the top travel show in France. TravelNevada joined forces with the LVCVA to meet with the top Tour Operators from all over the French market.</p> <p>TravelNevada attended the World Travel Market in London 10/7-10/9 and was a co-exhibitor with the LVCVA. WTM London is one of the leading global events for the travel industry. It is a must attend business to business event presenting a wide range of key UK and International travel professionals and provides a unique opportunity for the global travel market to meet, network and conduct business. TravelNevada sent representatives for both PR and sales and had a full schedule of quality appointments.</p>	50%

<b>Develop and distribute an annual report of activities, leads and results stemming from the international sales and marketing efforts</b>	In development. FY16 report will be completed in December 2016.	
<b>Ensure the Nevada brand is incorporated into all sales and marketing collateral distributed and used at meetings, trade shows and other promotional activities</b>	A new promotional brochure was developed specifically for the French speaking market and it is brand compliant.	
<b>Work with BrandUSA to ensure all programs are measurable and results are conveyed to partners/stakeholders on an annual basis</b>	<p>August 2<sup>nd</sup> - 5<sup>th</sup>, 2016: Brand USA Immersion Workshop, one on one meetings with multiple reps from Brand USA. Updates were given on the following segments: Travel Markets Research, Consumer &amp; Digital Marketing, Global Trade Development and Partner Programs. A strategic fiscal plan will be suggested subsequent from new updates and developments. In addition we were able to obtain two complimentary advertorials in collaboration with Brand USA; one will be for Mexico and the other for Canada.</p> <p>UK Travel Network "Olly Ale Trail" – The show selected of their upcoming Ale Trail series. Nevada will be part of the region, South Carolina, Georgia &amp; Illinois. The show selected the following cities in Nevada: Virginia City, Tonopah, Boulder Vegas &amp; Las Vegas Strip. Currently the show is schedule to air in December.</p> <p><b>A complimentary advertorial from Brand USA &amp; Turistampa was created for the month of November. The advertorial is based on winter activities and will help create a boost with our Mexico holiday travelers. Turistampa also created an email blast call to action with Target Operadora offering booking specials.</b></p>	<b>50%</b>

### 3. Boost Partnerships

#### Key Performance Indicators (KPIs)

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
The number of partners participating in TravelNevada programs increases at least 5% year-over-year	Year end calculation.	N/A
Partners participating in marketing programs integrate tracking mechanisms that show the ROI of these funds of at least 5:1	Year end calculation	N/A
TravelNevada.biz is developed into an industry portal	Work is underway to develop TravelNevada.biz into a robust industry portal. New site will be launched in 2 <sup>nd</sup> Quarter FY17 with ongoing development.	25%
TravelNevada offers at least quarterly online educational offerings – with all posted to TravelNevada.biz	No activity this quarter.	0%
Develop and distribute a bi-monthly industry-focused e-newsletter	Quarterly focus on GGTS – 7 emails sent.	20%

#### 4. Create and Convey Value

##### Key Performance Indicators (KPIs)

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
Craft reputation management action plan on or before Jan 1, 2016, and executed as outlined	Q1 tasks completed	25%
Develop FY18-19 legislative sessions Tourism Means... plan. Execute as outlined	To be developed in Q2	
Develop and distribute a Commissioner-focused report each month	Top 10 on 10 distributed for July, August and September	25%
Develop and distribute an annual report	In development, for print in January	25%

5. Enhance Infrastructure

Key Performance Indicators (KPIs)

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
Gain legislative approval for initiating rest area redevelopment - create initial design, including branding elements and visitor experience outline	Not in the FY16-17 budget per legislative action.	N/A
Create a statewide air service development task force to address the business, policy and partnership issues pertaining to enhancing air service	Task force met in FY16. Further development TBD	0%
Develop framework for identifying a lodging company to build state and national park lodges.	Not in the FY16-17 budget.	N/A
Conduct entryway sign contest, produce and post new signs	Sign contest completed. Signs currently in development.  Signs completed. The Governor unveiled the designs at the Global Tourism Summit. Signs will be installed during the summer.	90%
Complete and launch the mobile app	Develop road trip portion; integration with website	



## 6. Run an Effective Business

### Key Performance Indicators (KPIs)

KPI	Activity (per quarter)	Tracking to Goal (year-to-date)
All external vendors contracted in compliance with State Purchasing policies	<p>New contracts completed:</p> <ul style="list-style-type: none"> <li>Cherry Bomb Catering – Catering for post GGTS event at the Governor’s Mansion</li> <li><b>Certified Folder – New contract to distribute Division of Tourism collateral materials</b></li> </ul> <p>Contract amendments completed:</p> <ul style="list-style-type: none"> <li>Madden Media – Contract extension for the cooperative marketing program</li> <li>Fahlgren Mortine – Contract extension for the integrated marketing agency of record</li> <li>Canuckiwi – Contract authority increase for the Jul/Aug sales mission to Australia</li> </ul> <p>Contract on November BOE (Expected):</p> <ul style="list-style-type: none"> <li>Certified Folder – New contract to distribute Division of Tourism collateral materials</li> </ul> <p><b>Lease Executed:</b></p> <ul style="list-style-type: none"> <li><b>Las Vegas office space - lease on November BOE (Expected): Approved. Lease with AILP LLC executed.</b></li> </ul> <p>Upcoming Request for Proposals (RFP):</p> <ul style="list-style-type: none"> <li>Call Center/Fulfillment/Postal Vendor</li> <li>CRM/Database Management Vendor</li> <li>Canadian International Rep Vendor</li> <li>Web Usability Vendor</li> <li>Ad Copy Testing Vendor</li> <li>Off-site Storage Facility Vendor</li> </ul> <p>Upcoming Print Bid:</p>	25%

	<ul style="list-style-type: none"> <li>• State Map – Printing</li> </ul> <b>Print bids released:</b> <ul style="list-style-type: none"> <li>• State Map</li> </ul>	
Invoice processing completed in alignment with contract and policies	All invoices completed as needed.	50%
Payment to vendors within agreed budget	All payments within budget	50%
Agency operates within approved budget	All programs tracking within budget  Significant work continues in collaboration with all agencies in the DTCA as well as the Budget Office to craft the FY18-19 budget.	50%
All-staff meetings held once per quarter	Due to budgets/closings, no Q1 all-staff meeting was held.  Q2 staff meeting to be held Dec. 16.	0%
All staffers understand and comply with agency policies and procedures	Meetings with the marketing and PR teams to review P&P's will take place in November.	33%



## Tourism Means More

### Strategic Plan Initiative: Create and Convey Value

#### Public Affairs Plan

##### Overview

The Division of Tourism (TravelNevada) FY16-17 strategic plan outlines six key agency initiatives, one of which is “Create and Convey Value.” This initiative is designed to heighten awareness of travel and tourism as the state’s leading economic engine through helping all stakeholders understand the importance of the tourism industry and its capacity to create jobs, drive the economy, generate a global brand for the state and enhance the quality of life for all Nevadans.

TravelNevada has achieved proven results in driving tourism throughout Nevada. Providing a series of strategic programs and activities to support these efforts as well as those undertaken by in-state partners, the state has realized increased traveler visits year-over-year through rural grant programs, aggressive marketing and public relations campaigns, comprehensive and interactive social media campaigns and through the development of tools and resources designed to attract both domestic and international visitors.

TravelNevada, in collaboration with partners like The Abbi Agency as part of the integrated marketing team, will execute a strategy to inform, educate and engage in-state partners and influencers, the critical audiences, as part of a robust awareness campaign. This will be accomplished through the creation and employment of communication platforms and opportunities that highlight the overall impact of the industry, the efforts of the statewide partners and the agency’s achievements.

TravelNevada understands this initiative will work most effectively if the programs undertaken by the agency are operating at the highest possible level. Trust among all constituent groups is imperative for this initiative to be successful.

The following plan outlines the programs and timeline for helping the agency to Create and Convey Value of the Nevada tourism industry and TravelNevada.

##### Goals

- Raise awareness of the value of the Nevada tourism industry in creating jobs, driving the economy and raising the global brand perception of Nevada.

- Help legislators and other influencers understand the importance of retaining revenue-generating dollars in revenue-generated activities, while identifying solutions for innovative financing of other agencies.
- Enhance relationships between TravelNevada and its key constituents.

### **Strategies**

To achieve these goals, The Abbi Agency will execute an omni-channel public relations campaign rooted in a microsite as a central hub of information and communications. The campaign will be supported by digital marketing efforts, proactive public relations outreach and an emphasis on external communications. A more in-depth look at the strategy is below:

**Digital Outreach** - Through an engaging and informative microsite all campaign tools, such as a video, infographics, links to resources, and annual recap, will together provide an engaging, informative, and shareable experience. The information will be shareable ensuring that stakeholders, legislators and Nevada citizens are able to educate themselves about tourism and its impact within the state of Nevada.

**Influencers Outreach** – Identify those to whom the messaging will be conveyed within the key audiences and prioritize according to sphere and potential; identify opportunities to engage with influencers. Engagement with influencers will occur through a series of personal outreach such as one-to-one and event attendance, as well as digitally via newsletters and social media.

**External Communications** - Create opportunities for consistent public appearances and media coverage that generate awareness in the tourism industry's position as an economic engine; develop and employ a two-way communication tool for TravelNevada and in-state partners to maintain constant contact and communications with the following messages; coalesce educational messaging, agency ROI numbers, and economic statistics derived from proprietary and secondary research sources, highlighting the value of the industry and accomplishments of TravelNevada based on proven results.

### **Message**

Due to recognition of the campaign, hashtag and branding, the agency will use the pre-existing "Tourism Means More" campaign brand throughout the evolution and implementation of this campaign.

### **Target Audiences**

While there are many important audiences that TravelNevada communicates to on a regular basis, for the purpose of this campaign, the agency will focus all communications and outreach on reaching influencers directly. TravelNevada will employ a variety of communication tools to reach the following audience.

Influencers include elected officials statewide, Federal agencies that provide grants and oversight of arts, history and cultural entities, and statewide vertical industry partners, e.g. Chambers of Commerce, Economic Development organizations, regional marketing groups, municipality governance organizations.

While legislators are the primary audience, the media throughout the state are a second target. The media across the state helps to inform and educate residents and legislators thoughts and opinions on TravelNevada as well as the great tourism industry in the state.

#### **Tactics by Audience**

TravelNevada will achieve its objectives and reach its defined audience through the following tactical elements:

#### **Audience: Influencers**

TravelNevada will define the individuals and leaders who comprise this informed group of decision makers. This group includes and is not limited to: state legislators, political action groups, travel and marketing industry associations and co-operatives, economic development regional agencies, county commissioners, city mayors and managers.

- Identify influencers by organization type, sphere
- Work to develop key legislative initiatives that TravelNevada can employ with influential politicians.
- Key legislative initiatives for the 2017 Nevada legislative session includes meeting and arranging one-on-one meetings with new legislators as well as current legislative advocates to provide education on TravelNevada's initiatives and impact.
- Define and schedule industry association speaking engagements involving associations, civic groups, business organizations, etc. throughout the state of Nevada.
- Identify and apply for award opportunities for TravelNevada.
- Define a selective list of events in Reno/Carson, Las Vegas and rural Nevada TravelNevada can attend to connect with local representatives.
- Educate each community through developed collateral and messages informing them of the programs, effectiveness and vision of TravelNevada.
- Create and implement a bi-monthly newsletter to these influencers with updates on TravelNevada activities
- Create and distribute electronic and print copies of infographics and an annual report, all with the message Tourism Means More, to legislators.
- Create a video with testimonials of the immensely positive impact of Nevada's tourism on Nevada's economy and residents.
- Execute a stunt on Nevada Tourism Day in the Legislative Session, TBD based on day assigned by legislature.
- Enhance TravelNevada.biz to provide messaging and opportunities for partners to help convey consistent information regarding the tourism and hospitality industries.
- Pursue highly visible opportunities for TravelNevada and key constituents (Commissioners, brand champions) to participate in meetings and in special appearances that offer opportunities to interact and influence key stakeholders in the public and private sectors.

- TravelNevada will provide training to the industry to enhance understanding of the legislative outreach process.

### **Secondary audience: Media**

The statewide media must be informed as to the value of the industry to help ensure the stories written represent the true picture. The media can be a tremendous partner if they have the stories, insights and vision required for them to consider TravelNevada a trusted source.

- Identify a list of key media and outlets in Nevada that have potential for conveying the tourism business message.
- Develop an editorial calendar that builds a strategic framework for messaging and story pitches.
- Coordinate and host two regional media mixers per year allowing the media to meet with TravelNevada and industry champions.
- Plan and execute deskside meetings as needed with key TravelNevada representatives.
- Provide rigorous media training to any TravelNevada representatives who will be speaking with media.
- Craft and publish a series of op-eds and other expert positioning pieces focused on high-level topics that are currently trending in Nevada. Work with TravelNevada to draft thoughtful, impactful responses.
- Work with in-state journalists to highlight the state's programs and year-over-year results through data-driven storytelling in up to ten (10) pieces in a mix of the state's media outlets.

### **Key Messages**

- The tourism industry employs more than 474,000 Nevadans, offering jobs at all levels of professional growth as well as entrepreneurial opportunities and jobs for retirees. This makes up roughly 30% of Nevada's workforce.
- Travel and Tourism (including hospitality and gaming) continues to be Nevada's leading economic engine. In 2015, just over 55 million travelers visited Nevada (up 2.9 percent over 2014), with Las Vegas experiencing record-breaking attendance at more than 42 million visitors.
- Just over 13% of Nevada's GDP is attributed to the travel industry.
- Travelers visiting Nevada last year spent \$62.2 billion, a year-over-year increase of \$3 billion.
- For every \$1 TravelNevada spends on marketing and advertising, it generates \$77 in local and state tax revenue.
- TravelNevada offers \$1.4 million in marketing grants for rural communities per year, and \$100,000 in infrastructure grants for infrastructure improvements every other year.
- Tourism affects the entire state, not just metropolitan areas. Elko saw a 22 percent room tax revenue increase from 2011 to 2013. Over the past four years, room tax revenue has remained steady at an increase of 9 percent.
- TravelNevada is one of the only state entities to generate money for the General Fund each year without drawing any money off of it.
- The state of Nevada has a statewide room tax of 1 percent, TravelNevada receives 3/8ths of the tax and 5/8ths is returned to the local convention and visitors bureau or fair/recreation board to spend locally.

- TravelNevada's marketing support has helped increase airlift to North Nevada by five flights in FY 2015/2016, and at least three additional planned flights for FY 2016/2017.
- TravelNevada's marketing is impactful. 61% of people exposed to a TravelNevada advertisement, owned page/image, social media chatter or article/stories/blogs are able to recall them, of that 47% of people said they are extremely likely to visit Nevada overnight in the future.

## **Evaluation**

TravelNevada will track its results through the following key performance indicators (KPIs):

- Enhanced commitment from lawmakers and decision makers to retain agency's budget.
- Increased support among state influencers through shared information and advocacy of TravelNevada and its programs.
- Scheduling and pursuit of twenty (20) meetings with lawmakers and influencers (conducted by champions outside of the TravelNevada staff).
- Eight (8) secured speaking engagements for TravelNevada leadership among political, industry and regional groups.
- Secured placements in ten (10) state-based media outlets on TravelNevada efforts, programs and achievements.

Travel Nevada will measure these efforts in conjunction with work done by the TravelNevada team and Commissioners on whether or not legislation changed in a more favorable manner.

## **Timeline**

### **May 2016**

- Done: Outline plan/budget – Abbi, Marty, Bethany
- Done: Begin content collection for microsite, infographics - Abbi
- Done: Define decision makers to align with and schedule meetings - Abbi

### **June 2016**

- Done: Research and launch other paid-content opportunities (i.e. This is Reno) – Abbi and Bethany

### **July 2016**

- Done: Media relations outreach begins and continues throughout entire campaign – Abbi
- Done: Research/gathering of all incumbent Nevada legislators - Abbi

### **August 2016**

- Done: IFC Meeting, August 23: Talking points provided, letter to be provided - Abbi
- Done: Messages outlined for annual report – Abbi and Bethany (Claudia has suggested some input)
- Done: Refine messaging around TravelNevada's return-on-investment and KPIs – Abbi, Marty, Bethany

- ONGOING: Execute meetings with key decision makers and lawmakers when needed – Abbi and Bethany
- Done: Create inserts in NNBW and Jon Ralston's The Flash– Abbi and Bethany

#### September 2016

- DONE: Continued coordination of NNBW and The Flash inserts – Abbi
- ONGOING: Exploration of PAC begins – Abbi
- Exploration of standing booth at Nevada legislature begins - Abbi

#### October 2016

- Provide media training for TravelNevada spokespersons – Marty
- Editorial calendar is created for external communications (Newsletter, press releases, social media, op-eds) – Abbi and Bethany
- DONE: October 10: Northern Nevada Business Weekly insert goes live – Bethany and Abbi
- DONE: October 15: The Flash advertising insert goes live - Bethany and Abbi
- Microsite map developed, to live on travelnevada.biz – Abbi and Marty (out of existing Fahlgren digital budget)
- ONGOING: Execute meetings with key decision makers and lawmakers – Claudia

#### November 2016

- Microsite content developed – Abbi
- Video storyboarded– Abbi (out of existing budget or TN's internal P.A. budget)
- Monthly newsletter communications begin to all elected legislators - Bethany and/or Abbi
- ONGOING: Execute meetings with key decision makers and lawmakers – Claudia
- Op-ed outreach begins – Abbi
- Microsite to go live – Abbi and Marty
- Shareable social graphics with stats are created and sent to TravelNevada – Abbi (out of TN's internal Public Affairs budget)

#### December 2016

- Review Governor's Recommended Budget to refine messaging – Abbi, Marty, and Bethany
- ONGOING: Execute meetings with key decision makers and lawmakers – Claudia
- ONGOING: Monthly newsletter communications continues to all elected legislators - Bethany and/or Abbi
- Ask grant recipients to send thank you letters to legislators – Abbi
- Plan Tourism Day at the Legislature (Feb. 15) – Abbi, Marty, Bethany, Claudia
- Annual Report is finalized – Abbi and Fahlgren

#### January 2017

- Mail TravelNevada annual report to all legislators – Claudia
- ONGOING: Execute meetings with key decision makers and lawmakers – Claudia



- Mail infographic 1 to legislators – Claudia
- ONGOING: Monthly newsletter communications continues to all elected legislators - Bethany and/or Abbi
- Second phase of op-ed campaign begins - Abbi

#### February 2017

- ONGOING: Execute meetings with key decision makers and lawmakers – Claudia
- Execute Tourism Day at the Legislature – Feb. 15 - ALL
- Mail infographic 2 to legislators – Claudia
- ONGOING: Monthly newsletter communications continues to all elected legislators Bethany and/or Abbi

#### March 2017

- ONGOING: Execute meetings with key decision makers and lawmakers – Claudia
- ONGOING: Monthly newsletter communications continues to all elected legislators Bethany and/or Abbi

#### April 2017

- ONGOING: Execute meetings with key decision makers and lawmakers – Claudia
- ONGOING: Monthly newsletter communications continues to all elected legislators Bethany and/or Abbi

#### May 2017

- Measure effectiveness of campaign – Abbi and Marty



## TravelNevada Public Relations

Among the results of our pre-GTS American Indian media familiarization tour in October, Nevada was on the cover of the monthly travel insert for *Folha de Sao Paulo*, the largest newspaper in Brazil. *Folha* is the main print vehicle in Brazil and also has a strong online presence (total print and online audience is 20 million per month).

We also expect a story soon in *O Globo* newspaper, a leading publication in Rio de Janeiro. The paper publishes a travel section weekly, and enjoys a monthly audience of 14.3 million.

Vista do marante na ilha Zagouros, no mar Jônico, na Grécia

FOLHA DE S. PAULO

QUINTA-FEIRA, 11 DE DEZEMBRO DE 2016 D3

# turismo

GRÉCIA  
Mar colorido  
conquista o  
visitante nas  
ilhas jônicas

Págs. 08 e 09

Parque Valley of  
Fire, em Nevada

NEVADA

## ERA UMA VEZ NO OESTE

O Estado onde fica Las Vegas é também o lugar de parques naturais com desertos e lagos gigantes, cidadezinhas que lembram filmes de banguê-banguê e atrações que vão muito além dos cassinos ■ LBA nas págs. 04 e 07

**SALDÃO  
BLACK  
FRIDAY**

**APROVEITE ESTAS E MUITAS OUTRAS OFERTAS DE**  
PACOTE VOO HOTEL CARRO TICKET DISNEY

**decolar.com**

**PACOTE FORTALEZA**  
Voo em Março  
a partir de 12x R\$ **60**  
valor total por pessoa: R\$ 750 + taxas  
7 noites pensão café de manhã passagem aérea

**PACOTE GRAMADO**  
Aprovado e Retalho  
a partir de 12x R\$ **63**  
valor total por pessoa: R\$ 760 + taxas  
7 noites pensão café de manhã passagem aérea

**PAQUETE BELA HORIZONTE**  
a partir de entrada de 4x R\$ **16**  
valor total por pessoa: R\$ 81 + taxas

**EM ATÉ 12x SEM JUROS**



## SOBREVOO



» **MARE CALMA** A praia da Lagoa da Lagoinha, no Ceará, foi um dos destinos escolhidos pelo fotógrafo Marro Ankosqui, 46, para passar as férias, em setembro deste ano: 'A costa oeste do Estado é maravilhosa, o clima é de muita tranquilidade e o sol é garantido', conta ele, que já foi duas vezes ao local a passeio; veja mais imagens em [folha.com/turismo](http://folha.com/turismo)



## FUI E VOLTARIA

**Japão**  
O país tem infraestrutura e tecnologia, infinitas opções de lazer, uma rica culinária e um povo educado. É um destino extremamente interessante e importante culturalmente. Para mim, a viagem ainda tem um apelo emocional porque sou descendente de japonês.

## FUI E NÃO VOLTARIA

**San Andrés (Colômbia)**  
Apesar de ser um lugar muito bonito, não tem infraestrutura adequada para receber turistas. A mobilidade urbana da ilha é ruim, além de ser complicado conseguir informações por lá. Para isso, no hotel em que eu fiquei hospedado não tinha água quente.



Mirante do Marco das Três Fronteiras, em Foz de Iguaçu

## PRECAUÇÃO

## Turquia emite alerta de viagem para os EUA

Após a onda de protestos anti-Turp nos Estados Unidos, o Ministério das Relações Exteriores da Turquia emitiu um alerta aos cidadãos turcos que pretendem viajar para o país ou que vivem por lá, que sejam cautelosos e adotem medidas de segurança para se proteger. Os motivos para a declaração, segundo o órgão, foram os episódios de violência nas manifestações e o aumento no número de agressões verbais e físicas de natureza xenofóbica e racista no país americano.

O ministério citou o caso de um manifestante que foi baleado no dia 12 de novembro na cidade de Portland, em Oregon, durante um protesto. Os Estados Unidos também emitiram um alerta para os americanos, no fim de outubro, sobre a ameaça de ataques terroristas na Turquia, recomendando que considerassem os riscos de viajar para lá.

## PARANÁ

## Marco das Três Fronteiras (PR) é reaberto

O Complexo Turístico Marco das Três Fronteiras, localizado em Foz de Iguaçu (PR) na divisa com a Argentina e o Paraguai, será reinaugurado na segunda quinzena de dezembro. A reforma do espaço começou em outubro de 2015. O principal símbolo do local é um obelisco erguido em 1903 que estabelece o limite territorial do Brasil em relação aos outros dois países, que também têm monumentos próprios.

## APP NA BAGAGEM



O Explorer é um aplicativo criado pelo Museu de História Natural de Nova York (EUA) que ajuda visitantes a conhecer o lugar de uma forma mais interativa. Com ele, é possível comparar ingressos sem filas, saber curiosidades sobre os animais expostos, realizar testes de conhecimento e montar um roteiro personalizado pelo museu. **Nome:** Explorer. **Plataforma:** Android e iOS. **Quanto:** grátis.

## AGENDA

## 03 DEZEMBRO

Inauguração de exposição do artista plástico Alex Flemming na Biblioteca Mário de Andrade, em São Paulo, formada por 16 painéis que retratam frequentadores anônimos do lugar; mais: [globo.com/SP](http://globo.com/SP)

## 04 DEZEMBRO

Último dia da Festa da Providência, no Rio de Janeiro, que reúne atrações culturais, gastronomia e artesanato de diferentes Estados. A partir de R\$ 9; mais: [feiradaprovidencia.org.br](http://feiradaprovidencia.org.br)

## 10 DEZEMBRO

Exposição turística da CPTM realiza viagem até o Festival de Orquídeas, em Mogi das Cruzes (Grande SP), a R\$ 45 (ida e volta); mais: [viagensdetrem.com.br](http://viagensdetrem.com.br)

Está pensando em viajar e tem dúvidas? Mande suas perguntas para [smo@grupofolha.com.br](mailto:smo@grupofolha.com.br). Envie também fotos de suas viagens; as melhores serão publicadas.



## O "Era Uma Vez" é agora... para realizar o sonho Disney!

## Grupos Fantástico

Para Família e Melhores Desacompanhados

**Serviços Incluídos:**  
• Admissão para o Mickey Mouse  
• Café da Manhã  
• Transferência entre aeroportos, hotel e shopping  
• Ingressos e transferências para os parques: Magic Kingdom Park, Epcot, Disney's Hollywood Studios, Disney's Animal Kingdom, Disney's Islands of Adventure e Disney's Islands of Adventure  
• Seguro viagem para o Brasil  
• Seguro viagem para o exterior  
• Seguro viagem para o Brasil  
• Seguro viagem para o exterior  
• Seguro viagem para o Brasil  
• Seguro viagem para o exterior

A partir de **10X US\$ 233,70**

## Lazer e Compras

Com almoço, hotel e carro

**Serviços Incluídos:**  
• Admissão para o Mickey Mouse  
• Café da Manhã  
• Transferência entre aeroportos, hotel e shopping  
• Ingressos e transferências para os parques: Magic Kingdom Park, Epcot, Disney's Hollywood Studios, Disney's Animal Kingdom, Disney's Islands of Adventure e Disney's Islands of Adventure  
• Seguro viagem para o Brasil  
• Seguro viagem para o exterior  
• Seguro viagem para o Brasil  
• Seguro viagem para o exterior

A partir de **10X US\$ 133,00**

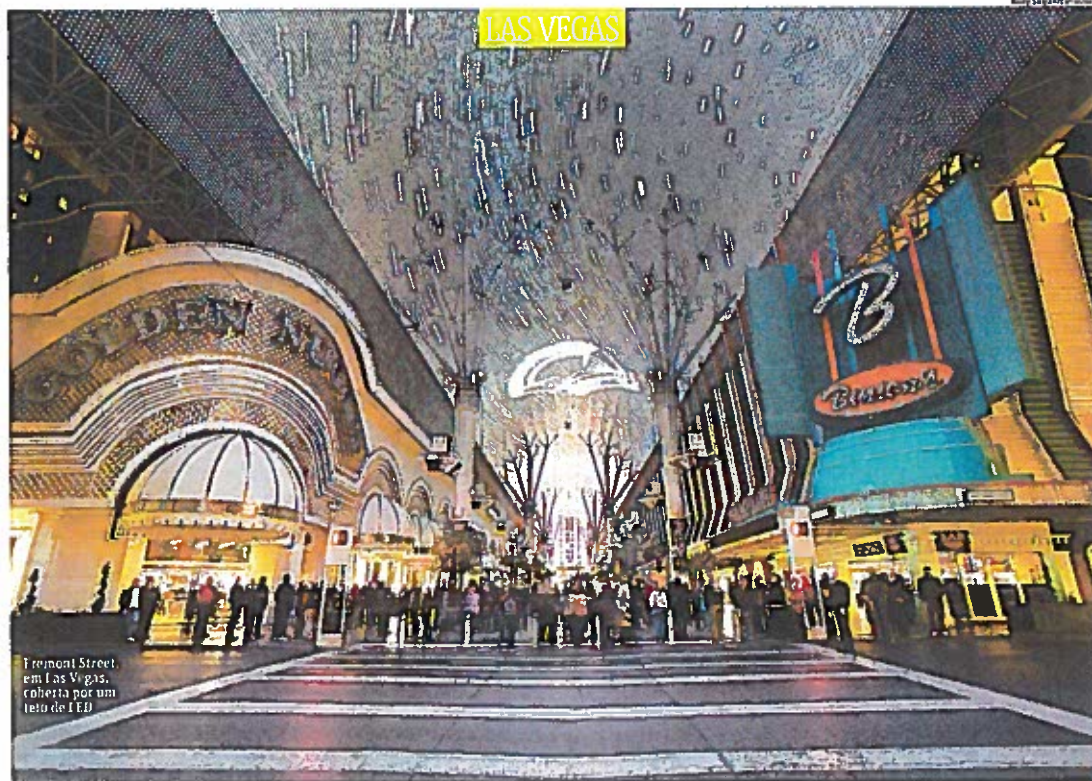
## Grupo Teen &amp; School

Para Melhores Desacompanhados

**Serviços Incluídos:**  
• Admissão para o Mickey Mouse  
• Café da Manhã  
• Transferência entre aeroportos, hotel e shopping  
• Ingressos e transferências para os parques: Magic Kingdom Park, Epcot, Disney's Hollywood Studios, Disney's Animal Kingdom, Disney's Islands of Adventure e Disney's Islands of Adventure  
• Seguro viagem para o Brasil  
• Seguro viagem para o exterior  
• Seguro viagem para o Brasil  
• Seguro viagem para o exterior

A partir de **10X US\$ 307**





Fremont Street, em Las Vegas, coberta por um teto de LED

## Cassino cede espaço para lazer a céu aberto

'Capital da jogatina', Las Vegas ganha atrações que não envolvem apostas para agradar jovens avessos a caça-níqueis

CONHEÇA O MUNDO COM A VISUAL

**TAILÂNDIA**  
THAI BOUTIQUE  
Parte terrestre com traslado de chegada e saída e 7 noites de hospedagem (3 em Bangkok, 1 em Sukhothai, 1 em Chiang Mai e 2 em Chiang Mai) com café da manhã diário e tour com guia em espanhol pela cidade (com 4 almoços incluídos) e passeio de elefante em Chiang Mai. De 10 jan. a 29 mar 2017.  
A partir de  
**10x R\$ 356,20**  
Total à vista R\$ 3.562.

**CANCUN**  
Parte terrestre com traslado de chegada e saída e 7 noites de hospedagem no Hotel Flamingo Cancun com café da manhã e cartão de fidelidade de viagens. De 24 oct a 14 jul 2017.  
A partir de  
**10x R\$ 179,70**  
Total à vista R\$ 1.797.

**NAVIO MONARCH**  
CARIBE LENDÁRIO  
7 noites  
Reposicionamento: Citar, Cartagena de Indias, Montego Bay, George Town, Puerto Limón e Citar.  
A partir de  
Sócio 20.01.2016  
A partir de  
Sócio de R\$ 305,80 +  
**10x R\$ 123,82**  
Total à vista R\$ 1.238,20 + taxas e taxas de embarque de R\$ 40

**GRAND OCA MARAGOGI**  
PÉRIAS DE JANEIRO  
Pacote incluindo bilhete aéreo ida e volta (via Miami) incluindo 6x + traslado aeroporto/Hotel/Transfer + 07 noites de hospedagem com all inclusive. Sócio 29 Jan. 2017.  
A partir de  
**10x R\$ 399,00**  
Total à vista R\$ 3.990.

**SAUÍPE RESORTS**  
FÉRIAS DE JANEIRO  
Pacote incluindo bilhete aéreo ida e volta (via Salvador) incluindo 6x + traslado aeroporto/Hotel/Transfer + 07 noites de hospedagem com all inclusive. Sócio 29 Jan. 2017.  
A partir de  
**10x R\$ 399,00**  
Total à vista R\$ 3.990.

**PRATAGY RESORT**  
FÉRIAS DE JANEIRO  
Pacote incluindo bilhete aéreo ida e volta (via Salvador) incluindo 6x + traslado aeroporto/Hotel/Transfer + 07 noites de hospedagem com all inclusive. Sócio 29 Jan. 2017.  
A partir de  
**10x R\$ 399,00**  
Total à vista R\$ 3.990.

Visual 30

CONSULTE SEU AGENTE DE VIAGENS OU LIGUE:  
**11 3235-2030**  
www.visualturismo.com.br | www.facebook.com/visualturismo  
www.instagram.com/visualturismo | visual@visualturismo.com.br

**Parque, rodeios, shows e apresentações de DJs entram para o calendário de eventos da cidade americana**

CHICO FELITI  
Especialista em LAS VEGAS

Um prédio que abrigava os cassinos na Strip, avenida turística de Las Vegas onde se concentra a jogatina, além de uma reprodução da torre Eiffel e uma pirâmide do Egito cenográfica, faz meses foi ao chão.

Nasceu no lugar dele um parque (ou o simulacro de um parque, já que estamos falando de Vegas, onde tudo é a imitação de algo) com a lan-chonete Shake Shack, bares, árvores e banquinhos. Essa mudança arquitetônica é a ponta do iceberg do que está acontecendo na capital mundial dos jogos de azar.

As opções de lazer que não envolvem fichas, dados e notas de um dólar são a nova aposta dos grandes empresários, motivados por pesquisas que apontam a preferência de jovens adultos por programas a céu aberto.

"Eu acho que não fosse ver o céu dessa cidade. Acho que fosse tudo dentro do cassino", disse o empresário brasileiro Celso Viana, 23, que estava na cidade pela primeira vez para a final de um dos maiores rodeios do mundo, o Professional Bull Riders.

A competição premia seu vencedor com US\$ 1 milhão e teve sua etapa final na T-Mobile Arena, estádio com 20 mil assentos aberto neste ano. O colíseu seclário até o fim do ano shows de Bon Jovi e Bruno Mars, além de eventos culturais.

Mesmo os cassinos mais antigos correm atrás de programas para atrair jovens que torcem o nariz para caça-níqueis. Numa noite de sexta, centenas de pessoas pagavam centenas de dólares para ouvir o som do DJ Steve Aoki no clube noturno do hotel MGM Grand. Estão marcadas

para o últimos mês do ano apresentações de outras estrelas do eletrônico, como Calvin Harris e Tiesto.

### CENTRO DAS ATENÇÕES

Uma outra Vegas resiste, mesmo distante das zonas mais turísticas. O Antique Alley, ou beco das antiguidades, é um exemplo de negócio local que sobrevive à sombra das luzes dos cassinos.

As lojas vendem refugos do que sobrou das casas de jogos após as constantes reformas — uma reprodução do letreiro da cidade custa US\$ 5.000 (em torno de R\$ 17 mil).

Ali perto fica o centro de Vegas, que se regeu depois de décadas de decadência. Tony Hsieh, presidente do site de venda de sapatos Zappos, levou para a região o escritório de sua firma. Junto com os funcionários, veio um caminho de dinheiro.

O Projeto Downtown vai investir US\$ 350 (mais de R\$ 1 bi) na revitalização do lugar. Cinco anos após seu início, o projeto inaugura os primeiros prédios residenciais, para aumentar a densidade habitacional da região.

"Ainda não é o lugar mais seguro do mundo, mas não à noite sozinha sem problemas", diz a barwoman Kelly Souza, 27, que há dois anos mora na cidade. Andando pela área, a regra é ver pessoas com smartphones caros na mão, despreocupadas, cena

difícil de se ver no centro de São Paulo ou do Rio.

Nenhuma aposta ali é benemerente: no processo de investimento, Hsieh comprou terrenos da região, enquanto oferecia incentivos a dezenas de negócios para abrir suas portas ali. Um dos exemplos mais vistosos é o Container Park, shopping formado por contêineres, com lojas locais que oferecem bacon feito à mão ou fantasias politicamente corretas para crianças.

Para quem gosta de aventura, há a Fremont Street, coberta por um teto de luzes de LED alucinantes. Como na Strip, os cassinos ali nunca fecham, por mais que sejam menos sofisticados, como as opções gastronômicas — o restaurante Heart Attack, ou, infanto, em português, oferece comida grátis para clientes com mais de 158 kg.

Para quem ainda tem amor às artérias e quer se aventurar na mesma rua, recomenda-se a tirolesa SlotZilla. O sujeito desliza por uma corda, a 34 metros de altura, na posição de voo do super-herói. A aventura sai por US\$ 45 (cerca de R\$ 160).

Ou, como dita o vendedor Marcelo Klein, que enfrentou a betncadeira em julho: "É a mesma adrenalina que eu teria jogando, por exemplo. Mas custa menos".

El jornalista viajou a convite da Las Vegas Convention and Visitors Authority

### NEVADA, EUA

Las Vegas

South

Las Vegas

Las Vegas

Las Vegas

Las Vegas

Las Vegas

Las Vegas

Las Vegas

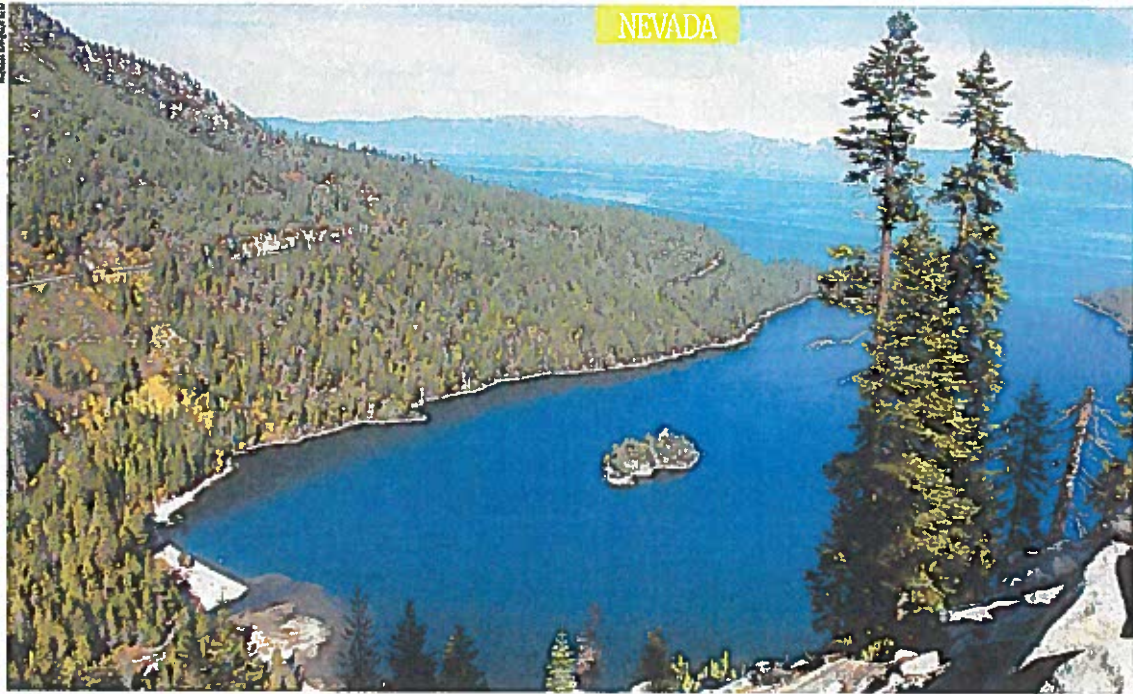
Las Vegas

Las Vegas

Las Vegas



NEVADA



# MARCHA PARA O OES

Estado americano tem cenário que lembra filme de faroeste, com lago gigantesco, deserto e monumento de pedras, em região considerada sagrada por tribos indígenas

WALTER PORTO  
ENVIADO ESPECIAL A NEVADA (EUA)

Povoado por diversas comunidades indígenas cujo castro sobrevive a séculos de expansão urbana, o Estado de Nevada, no oeste dos Estados Unidos, é repleto de lugares considerados sagrados para os povos indígenas.

O lago Tahoe é o maior exemplo disso. Incrustado na fronteira entre Nevada e Califórnia, era onde os integrantes da tribo Washoe se reuniam para pescar e caçar. O respeito pelo lago era tão grande que os índios evitavam navegá-lo.

South Lake Tahoe, cidade que concentra a estrutura de hotéis e agências de viagens, fica a cerca de 45 km de Carson City (capital do Estado). Mas há muito o que explorar às margens desse lago de imensas proporções.

Com área equivalente a mais de 45 mil campos de futebol e com 500 metros de profundidade máxima, o conteúdo do lago seria suficiente para cobrir toda a Califórnia com 20 cm de água.

A principal entrada para a floresta que margeia as águas cristalinas é pelo centro de visitantes Taylor Creek, ponto de partida para quatro trilhas de caminhada (a mais impressionante delas chamada Rainbow Trail).

Ali, o turista pode desbravar a mata observando suas formações de coníferas e a fauna que vive livremente em riachos e gramados virgens. Há ainda um espaço subterrâneo para olhar a vida aquática dentro do Tahoe.

Rebate ao lago, fica a formação rochosa conhecida como Cave Rock. Os xamãs da tribo Washoe costumavam meditar perto dessa pedra para reunir energias de cura.

Quem conta é Ben Rupert, membro da comunidade washoe, cujo bisavô foi seu último líder espiritual antes de a

tribo se desmembrar pelo Estado. Nos anos 1940, o governo construiu um túnel passando por meio da rocha, no que, segundo ele, foi considerado um desrespeito desastoso contra os indígenas.

Contornando o lago, já por terras californianas, é possível aproveitar áreas de praia como Meeks Bay e a Baldwin Beach. O curioso é que, nelas, o turista põe os pés na areia a quase 1.900 metros acima do nível do mar.

## DESERTO

Os vestígios dos nativo-americanos também são encontrados em parques naturais de clima oposto.

O Valley of Fire, maior parque do Estado, fica no meio do deserto e também impressiona pelo silêncio e pelas montanhas.

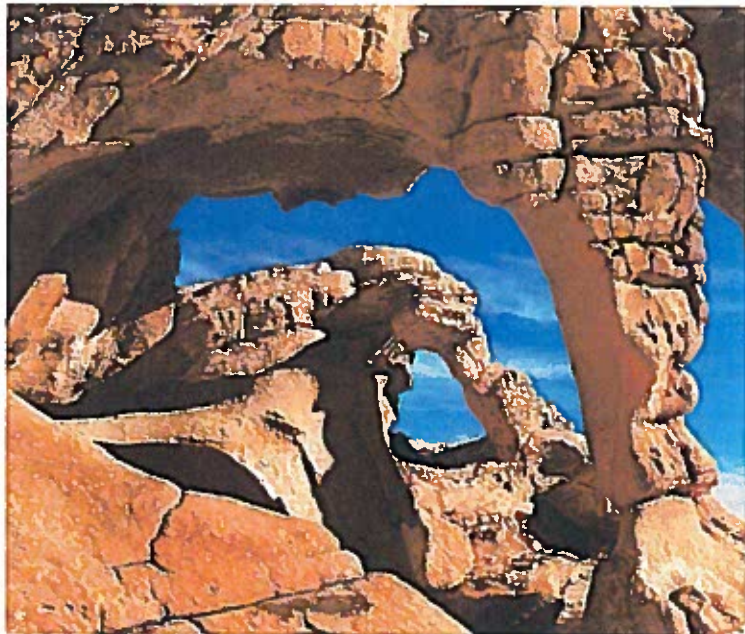
Localizado a 79 km de Las Vegas, o vale é conhecido por suas formações rochosas que misturam o vermelho intenso com o bege despatado — a variação de cores se deve à diferença da quantidade de ferro nas pedras sedimentadas ao longo dos séculos.

É um ponto especial para arqueólogos, por ter abrigado comunidades de nativos conhecidos como "fazedores de cestas", que viveram lá de 3.000 a 5.000 anos atrás.

Entre os cânions, é possível encontrar vestígios da existência deles, como os chamados petróglifos — desenhos nas montanhas que retratam armas, animais e plantas. Os guias do parque dão aos turistas a oportunidade de empunhar e lançar a arma usada pelos indígenas para caçar, de nome "atlatl".

Em meio a esse cenário de faroeste — e de fato, alguns foram filmados lá, como "Os Profissionais", de Richard Brooks — é possível acampar, fazer piquenique e escalar.

O jornalista viajou a convite do Travel Nevada



Rua da cidade de Tonopah, a 350 km da capital de Nevada, Carson City





O Lago Tahoe, em Nevada (EUA)

## Museus e caverna ajudam turista a explorar pré-história da região

DO ENTÃO À NEVADA

Para explorar a cultura dos povos originais de Nevada, há opções que vão de museus no deserto até visitas a antigas expedições arqueológicas.

Uma alternativa é conhecer na capital do Estado, Carson City, a Stewart Indian School, escola fundada em 1890 para ensinar cultura europeia a nativos — que eram retirados de suas famílias. As atividades escolares terminaram em 1980, e hoje o espaço é um centro cultural.

O Lost City Museum, a uma hora de Las Vegas e bem ao lado do parque Valley of Fire, é a melhor opção para amantes de história.

La os visitantes podem conhecer artefatos históricos da cultura dos índios palute, além de entrarem em contato com uma escavação arqueológica real, preservada integralmente em uma sala dentro do museu.

Ural Begay, representante da tribo, que hoje tem apenas 150 pessoas, conta que museus como esse são importantes para preservar uma cultura cuja difusão sempre foi tradicionalmente oral. “É uma maneira de proteger a nossa história e a nossa língua.”

Do lado de fora do museu, há amostras de petroglifos e réplicas em tamanho real dos abrigos construídos pelos habitantes pré-históricos de Nevada — o visitante entra num buraco de um metro de altura

ra e se vê em uma espécie de oca feita de terra batida.

Outra opção é a visita a Flad-den Cave (caverna escondida), formada há 21 mil anos, a 120 km de onde hoje é Carson City. O local foi encontrado por quatro estudantes que gostavam de brincar de exploradores nos anos 1930. Escavações nas décadas seguintes revelaram artefatos intocados de habitantes nativos que viveram há mais de 3.000 anos. A área da caverna é de importância significativa para a tribo palute-shoshone da região, Donna Cossette, antiga chefe da comunidade, organiza passeios pelo local que são pincelados com ensinamentos de seus ancestrais sobre a natureza. Ainda hoje a comunidade preza pela preservação da região.

Além do coração de Las Vegas é possível entrar em contato com a história rica do Estado antes dos cassinos luxuosos. A cinco minutos do centro da cidade fica o Springs Preserve, museu instalado onde antes era a fonte que supria a água da cidade — que secou em 1969.

O espaço é dedicado, não por acaso, à sustentabilidade. E também a contar a história dos povos que residiram ali há milhares de anos.

O Origin Museum, dentro do complexo, traz artefatos preservados das populações pioneiras em ocupar o deserto de Mojave, onde hoje se localiza a cidade. (RVP)

TE



O Parque Valley of Fire, maior de Nevada

## PACOTES PARA NEVADA

US\$ 281 (R\$ 957)

Sem aérea, pacote de quatro noites no Luxor Hotel. Não inclui passeios nem entrada. Por pessoa. Na Valenciana Turismo voluntariado, simo com bi.

R\$ 2.750

Pacote de seis noites em Las Vegas, com aérea. Valor por pessoa, para hospedagem no Longhorn Casino & Hotel. No Decolar.com

R\$ 3.772

Valor para quatro noites em Las Vegas, com hospedagem no hotel SitaroSphere. Sem passeios nem extras no pacote. Por pessoa, com aérea. Na CVC, com bi.

US\$ 887 (R\$ 3.020)

Em janeiro, sete noites na cidade de Lake Tahoe, com 4 diárias no Hard Rock Hotel & Casino. Inclui seis dias de ski pass na região. Por pessoa, sem aérea nem regime de alimentação. Na Interpoint Interpoint com bi.

US\$ 1.100 (R\$ 3.746)

Cinco noites em Las Vegas, no Hard Rock Hotel & Casino, com passeio noturno e roteiro de compras inclusos. Valor por pessoa, com aérea no pacote. Na Tereza Ferrari Tereza Ferrari viagens com bi.

US\$ 1.216 (R\$ 4.141)

Sem aérea, oito noites em Las Vegas com acomodação em motorhome para visita ao Grand Canyon. Inclui taxas estaduais e pacote de mil milhas (1.609 km) para rodar. Valor por pessoa. Na Adventure Club adventureclub.com.br

US\$ 1.399 (R\$ 4.767)

Roteiro de sete noites em Nevada, com vistas a Reno e Lake Tahoe e hospedagem nas duas cidades. Sem alimentação. Por pessoa, com aérea. Na Danielle Redivo danielredivo.com.br

US\$ 1.656 (R\$ 5.639)

Inclui passeio de um dia ao Lake Canyon, com atividades de esqui e snowboard. Valor por pessoa para pacote de cinco noites em Las Vegas. Sem aérea. Na RCA rcaturismo.com.br

## Garimpo abandonado, trens e carros antigos narram passado aventureiro

DO ENTÃO À NEVADA

Nevada, o sétimo maior Estado americano, guarda uma série de surpresas.

A capital Carson City, por exemplo, abriga o Nevada State Railroad Museum, onde se preservam trens que datam do século 19, possibilitando ao visitante viajar sobre a história das ferrovias, centrais no desenvolvimento de um Estado cuja história é calcada na mineração.

Em Tonopah, a 350 km da capital, é interessante conhecer o parque histórico de mineração que deu ao lugar o apelido de “Rainha dos Campos da Prata”, pela alta quantidade de metal extraído dali. O local funciona como um museu no meio da cidade,

que tem pouco menos de 3.000 habitantes. Mais populosa, Reno, conhecida como “a maior cidade pequena do mundo”, tem uma população que passa dos 200 mil e guarda atrações como o Nevada Museum of Art — único museu de arte do Estado — e o National Automobile Museum, dedicado aos automóveis.

Os amantes da natureza ainda encontram refúgio no Pyramid Lake, reserva natural que leva esse nome pela pedra em formato triangular visível no meio do lago, e no Great Basin National Park, outro ponto de reserva entre as montanhas, em que as atividades podem variar desde os piqueniques até a exploração de cavernas. (RVP)

**Com ABREU o mundo é seu.**

### BRASIL

**Férias de Janeiro**

Natal, RN  
 10 dias, com aérea, 10x  
 20 JAN a 09 FEB 2017  
 R\$ 2.930 + R\$ 213  
 R\$ 3.143

Bento Gonçalves, RS, 4 dias  
 09 JAN a 13 JAN 2017  
 R\$ 1.450 + R\$ 105  
 R\$ 1.555

Fortaleza, CE  
 09 JAN a 13 JAN 2017  
 R\$ 2.070 + R\$ 150  
 R\$ 2.220

Gramado, RS, 5 dias  
 09 JAN a 13 JAN 2017  
 R\$ 1.050 + R\$ 76  
 R\$ 1.126

### EUROPA 2017 2018

**PREÇOS PROMOCIONAIS**  
 para COMPRAS ANTECIPADAS  
 Encerram em 15 DEZ 2016

Excursões em ônibus, ABR 2017 a MAR 2018 | Para la terra

### EUROPA PRIMEIRA CLASSE

10x  
 10 dias, com aérea, 10x  
 20 JAN a 09 FEB 2017  
 R\$ 11.926 + R\$ 1.060  
 R\$ 13.986

Suça Fascinante e Mito  
 10 dias, com aérea, 10x  
 20 JAN a 09 FEB 2017  
 R\$ 9.398 + R\$ 835  
 R\$ 10.233

Itália, Austrália, Suíça e França  
 10 dias, com aérea, 10x  
 20 JAN a 09 FEB 2017  
 R\$ 12.137 + R\$ 1.879  
 R\$ 14.016

Portugal e Espanha 10 dias  
 20 JAN a 09 FEB 2017  
 R\$ 9.794 + R\$ 709  
 R\$ 10.503

### EUROPA E CANADÁ

10x  
 10 dias, com aérea, 10x  
 20 JAN a 09 FEB 2017  
 R\$ 11.926 + R\$ 1.060  
 R\$ 13.986

Costa Oeste Glamurosa  
 10 dias, com aérea, 10x  
 20 JAN a 09 FEB 2017  
 R\$ 9.398 + R\$ 835  
 R\$ 10.233

Canadá Espectacular 10 dias  
 20 JAN a 09 FEB 2017  
 R\$ 10.923 + R\$ 971  
 R\$ 11.894

### CRUZEIROS

10x  
 10 dias, com aérea, 10x  
 20 JAN a 09 FEB 2017  
 R\$ 11.926 + R\$ 1.060  
 R\$ 13.986

Costa Fascinosa, Revelion  
 10 dias, com aérea, 10x  
 20 JAN a 09 FEB 2017  
 R\$ 9.398 + R\$ 835  
 R\$ 10.233

Costa Fascinosa, Bahia 10 dias  
 20 JAN a 09 FEB 2017  
 R\$ 10.923 + R\$ 971  
 R\$ 11.894

### CARNIVAL

10x  
 10 dias, com aérea, 10x  
 20 JAN a 09 FEB 2017  
 R\$ 11.926 + R\$ 1.060  
 R\$ 13.986

Costa Fascinosa, Revelion  
 10 dias, com aérea, 10x  
 20 JAN a 09 FEB 2017  
 R\$ 9.398 + R\$ 835  
 R\$ 10.233

Costa Fascinosa, Bahia 10 dias  
 20 JAN a 09 FEB 2017  
 R\$ 10.923 + R\$ 971  
 R\$ 11.894

### CARIBE E MÉXICO

10x  
 10 dias, com aérea, 10x  
 20 JAN a 09 FEB 2017  
 R\$ 11.926 + R\$ 1.060  
 R\$ 13.986

Costa Fascinosa, Revelion  
 10 dias, com aérea, 10x  
 20 JAN a 09 FEB 2017  
 R\$ 9.398 + R\$ 835  
 R\$ 10.233

Costa Fascinosa, Bahia 10 dias  
 20 JAN a 09 FEB 2017  
 R\$ 10.923 + R\$ 971  
 R\$ 11.894

### Até 15 Dezembro

**Opportunidades ABREU**

México Expresso 10 dias  
 20 JAN a 09 FEB 2017  
 R\$ 9.398 + R\$ 835  
 R\$ 10.233

Essências do México 10 dias  
 20 JAN a 09 FEB 2017  
 R\$ 10.923 + R\$ 971  
 R\$ 11.894



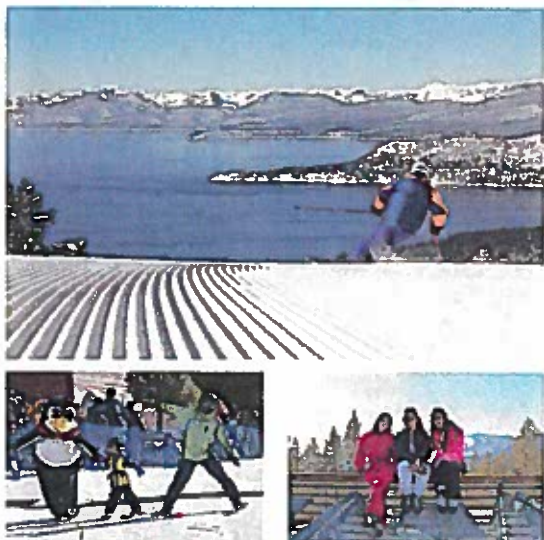
# NEVADA

## A WORLD WITHIN. A STATE APART.

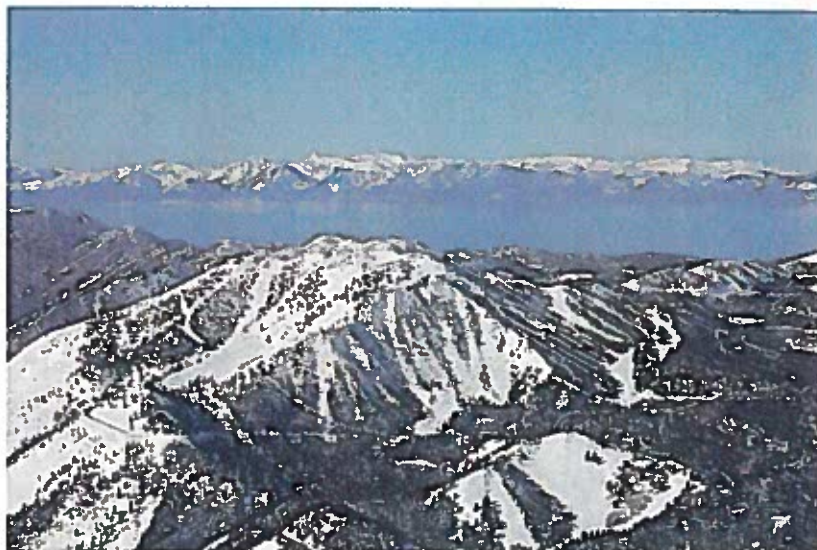


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**En Diamond Peak Resort hay actividades para adultos, jóvenes y niños.**



**Nevada, un destino con vistas sobrecogedoras.**

Ningún otro estado de la Unión Americana representa el verdadero espíritu del Oeste como Nevada.

En Nevada se respira la promesa del Oeste, ese aire especial que se ha mantenido puro a través de las generaciones y que refleja el espíritu emprendedor que llevó a la gente aventurera y emprendedora en una migración del este al oeste y del sur al norte para poblar este gran estado de la Unión Americana.

Nevada ofrece amplias extensiones que siempre han simbolizado el espíritu de libertad de hacer lo que se quiere y cuando se quiere.

Para los viajeros es casi inmediato darse cuenta que en Nevada se borran las barreras de lo ordinario y el turista se siente a sus anchas con la libertad de divertirse, desplazarse y disfrutar del séptimo estado más grande de los Estados Unidos.

Nevada es una tierra de aventura y descubrimiento.

El viajero quedará maravillado de las altas montañas que durante las cuatro estaciones ofrecen bellezas contrastantes y complementarias que invitan al viajero a conocerlas y

disfrutarlas en el invierno al igual que en el otoño, el verano y la primavera.

Además de las imponentes montañas, los valles de Nevada también son muy hermosos. En las montañas y valles se puede apreciar desde

pequeñas y coloridas flores silvestres hasta impresionantes pinos centenarios.

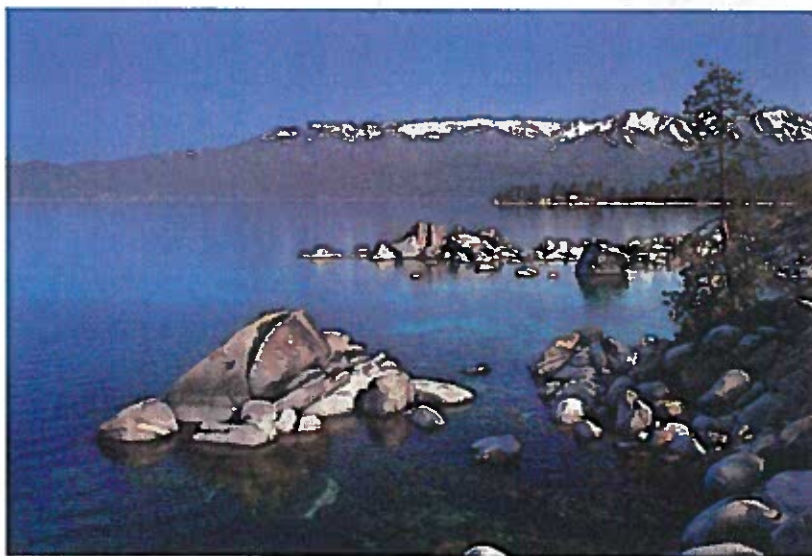
En la noche, basta voltear al cielo para disfrutar un universo repleto de estrellas tan difíciles de apreciarse en

otras partes del mundo. De hecho, el clima y localización geográfica de Nevada permiten que en ella se aprecien las estrellas más que en otro estado de los Estados Unidos.

En Nevada se disfrutan algunos de los mejores resorts de esquí en los Estados Unidos, como Lake Tahoe, y si a eso le añadimos que en Nevada se disfrutan más de 300 días de sol al año, la experiencia del esquiador es fabulosa e inolvidable.

La temporada de esquí en Nevada no solamente se disfruta durante el invierno sino que el estado ofrece excelentes opciones y oportunidades para esquiar en la primavera.

Además, el resto del año se pueden disfrutar otras actividades al aire libre que harán de su estancia en el estado algo inolvidable. Por supuesto que Nevada no es solamente naturaleza, y de sus excelentes opciones de diversión, entretenimiento y compras hablaremos en la siguiente edición.



**Lake Tahoe, uno de los lugares favoritos que ofrece Nevada.**


Foto: Lake Tahoe Visitors Authority





DESCUBRIR LA MARAVILLA Y LA EMOCIÓN  
QUE VIENE CON LA EXPLORACIÓN



 **Chickadee Ridge.** es una de las muchas maneras de explorar el polvo de este invierno. De snowboard y el esquí, la naturaleza épica se encuentra con los carboneros salvajes. Nevada tiene un sinfín de millas de camino pidiendo para ser explorado.

**NEVADA** A WORLD WITHIN  
A STATE APART.  
Trace Nevada.com/PW





## Las Vegas Welcomes Hainan Airlines and the First Nonstop Flight From China

*Long-awaited link between Beijing and Las Vegas becomes a reality*

**LAS VEGAS (December 2, 2016)** - History was made today when Hainan Airlines' first flight from Beijing to Las Vegas touched down at McCarran International Airport filled with excited Chinese travelers, media and company officials. A traditional water arches salute greeted the aircraft as it taxied to the gate.

"We have just made history," said Mr. Hou Wei, Senior Vice President of Hainan Airlines, "flying the first commercial aircraft from Mainland China to Nevada, finally linking the capital of the People's Republic of China with the Entertainment Capital of the World, Las Vegas!"

With China considered to be one of the leading growth markets for visitation to Las Vegas, the accessibility of the new route introduces Las Vegas to millions of prospective visitors and will be instrumental to increase international visitation. It has been a longtime goal of Las Vegas to have a direct route from the historic Chinese capital. Previously, travelers between the two points had to connect via a third U.S. or Asian city. The new route cuts hours off the previous travel time. The service operates Mondays, Wednesdays and Fridays. Demand for the inaugural flight was so high that the airline switched to a larger aircraft, a Boeing 787-9, with an additional 76 seats, to accommodate everyone.

"Today's arrival is the culmination of many years of hard work, ushering in a new era of connectivity between Las Vegas and China," said Rosemary Vassiliadis, Director of Aviation for Clark County, Nev. "McCarran has expanded its international capability specifically for moments such as today, and with the amenities of our new Terminal 3, as well as custom-created Chinese signage and Mandarin-speaking ambassadors, we're confident that Hainan's passengers will enjoy an unparalleled airport experience beginning the moment they enter McCarran, and again before they return home." Chinese travelers are one of the fastest-growing and largest-spending groups of international visitors to Las Vegas. With the reciprocal 10-year tourist visas and the introduction of hotels,

programming and amenities geared toward Chinese visitors, Las Vegas has established itself as a major draw for Chinese traveling to the United States.

"We are thrilled to welcome direct service between China and Las Vegas with the new route from Hainan Airlines," said Rossi Ralenkotter, president/CEO of the Las Vegas Convention and Visitors Authority (LVCVA.) "China is a very important market for Las Vegas. Expanding air service is a long-term process, and we share this successful achievement with the talented teams from Hainan, the LVCVA and with all of our resort and allied partners. Our partnership offers additional flexibility and convenience and increases opportunity for future growth."

Special introductory fares from Las Vegas also make China accessible to residents of Las Vegas.

- For economy class travel, fares to Beijing and beyond are available at affordable pricepoints
- For business class travel, round trip fares begin at \$2588 (including taxes and fees) for outbound travel until Jan. 18, 2017. These fares include complimentary limo service in Las Vegas and Beijing.

Hainan flight 7970 departs McCarran International Airport at 1:10 p.m. and arrives at Beijing's Capital Airport at 6:10 p.m. the subsequent day, allowing for connections to other points in China. Flight 7969 departs Beijing at 2:40 p.m. and arrives in Las Vegas at 10:50 a.m. the same day. Las Vegas times are one hour later during the summer season. Nonstop flight time is approximately 13 hours westbound and 12 hours eastbound. (Friday flights depart and arrive 55 minutes later.)

The new route features Boeing 787-8 Dreamliners with 36 business class lie-flat seats and 177 economy class seats. Hainan is the airline with the most nonstop 787 Dreamliner routes between China and North America.

Hainan Airlines is Mainland China's largest independent airline, and is the only Mainland Chinese airline with a perfect five-star rating from Skytrax, the international airline ratings agency, six years in a row. Members of Alaska Airlines' Mileage Plan may earn or redeem points on Hainan Airlines flights.

Business class passengers enjoy priority check-in and can reserve complimentary private chauffeured car service between home, the airport and their destination in both the U.S. and China. Michelin-inspired gourmet Chinese and Western cuisine as well as award-winning wines, freshly brewed espresso and high-quality teas are available inflight. A state of the art entertainment system offers more than 100 movies, audio selections and games on demand.

For images and video of the Hainan Airlines Las Vegas arrival, please visit [press.lvcva.com](http://press.lvcva.com).

LVCVA.com

#### About Hainan Airlines

Hainan Airlines was founded in 1993 and has grown to be China's largest independent airline, with a fleet

of over 170 aircraft, including wide body Boeing 787 Dreamliner and Airbus A330 jetliners. The airline is a subsidiary of the HNA Group, a Global Fortune 500 company from China, which has interests in logistics, tourism, hotels, financial services, as well as air transportation.

Hainan began service to the United States in 2008 and has progressively grown internationally, transporting hundreds of thousands of passengers to and from China and North America. The airline has a wide domestic network in China, serving more than 500 routes linking 100 cities, as well as points in Europe, Southeast Asia, Australia and the Middle East. Hainan prioritizes elite-level service, earning numerous awards for safety, punctuality and a high-quality product. More information is available at [www.hainanairlines.com](http://www.hainanairlines.com).

#### **About McCarran International Airport**

McCarran International Airport is located in the shadows of the world-famous Las Vegas Strip and is the gateway for nearly half of the people who visit Southern Nevada each year. Including arrivals and departures, McCarran hosted more than 45 million passengers in 2015, making it the eighth-busiest airport in North America. With 30 airlines providing nonstop service to more than 140 destinations, McCarran makes it possible for the world to experience one of the most alluring travel destinations. McCarran International Airport is owned and operated by Clark County, Nevada, and does not benefit from local tax dollars.

#### **About the LVCVA**

The Las Vegas Convention and Visitors Authority (LVCVA) is charged with marketing Southern Nevada as a tourism and convention destination worldwide, and also with operating the Las Vegas Convention Center and Cashman Center. With nearly 150,000 hotel rooms in Las Vegas alone and more than 11 million square feet of meeting and exhibit space citywide, the LVCVA's mission centers on attracting ever increasing numbers of leisure and business visitors to the area. Download the virtual reality app, Vegas VR, to experience Las Vegas from your iPhone or Android by visiting <http://www.vrtv.vegas/>. For more information, go to [www.lvcva.com](http://www.lvcva.com) or [www.lasvegas.com](http://www.lasvegas.com).

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**Heidi Hayes**

***Director of Communications***

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# Tourism lifeblood of Nevada



**ONE VIEW**  
**MARK HUTCHISON**

During this election, Nevada has the chance to speak to the national candidates about our values, our prized industries and our top concerns for leaders to address. Not all states have this opportunity, and we are going to ensure the leaders we send to Washington know full well how to deliver for Nevadans, particularly when it comes to economic growth.

It is for this reason I am so pleased the travel and tourism industry has come together to speak with one voice to the candidates' campaigns in our state. Dubbed "Travel '16," the collective goal of the travel leaders across the country has been to communicate with the presidential, congressional, state and local campaigns so elected officials are aware of policies to promote growth within the travel and tourism industry.

The Reno-Tahoe region has been fortunate to capitalize on Nevada's pro-growth, pro-business tax climate in attracting companies. However, tourism is still our top industry. As chair of the Nevada Commission on Tourism, I've been working to promote the state — including Northern Nevada

**In this marketplace, hospitality and kindness win the day. There's no better industry to showcase these Nevadan traits than the tourism industry.**

and rural Nevada — and the tourism industry.

Why are these issues important? Tourism is the lifeblood of this region. Annually, we welcome approximately 5 million visitors to Reno-Tahoe alone. Taxable room revenues are up 16.5 percent from fiscal year 2014-15 to fiscal year 2015-16. These spent dollars stay here and benefit our communities.

As an industry, we should prioritize policies that strengthen economic growth. A key policy item for the travel community is infrastructure. Federal, state and local governments must cooperate to identify priority projects and act quickly to get the job done.

Another major policy priority is airport modernization. The Reno-Tahoe International Airport has moved ahead to support growth and interest from the corporate and traveler communities. The airport has successfully pursued numerous new flights and routes to the region, and we can now boast connections to cities such as Guadalajara and New

York City.

Despite this success, Nevada's airports and the nation's airports lack the ability to raise sufficient funds to embark on capital improvement projects, such as terminal or runway expansions. Policy makers should be urged to think outside the box and enable tourism related entities in Nevada, like our airports, to access smart financial tools which ultimately benefit the state economically.

In this marketplace, hospitality and kindness win the day. There's no better industry to showcase these Nevadan traits than the tourism industry. Join us in communicating and connecting with the candidates and the current officeholders after the election about how critical travel is to Nevada. Let's make sure our state's leaders go to Washington next year to get the job done right for Nevada's economic powerhouse.

*Mark Hutchison is the lieutenant governor of Nevada.*







NEVADA COMMISSION ON TOURISM  
MEETING SCHEDULE 2017  
- PROPOSED -

*Marketing Committee*  
*Wednesday, January 18*  
*1:00 p.m.*  
*Spring/Summer planning; overarching content planning; print concepts*

Wednesday, February 15  
11:00 a.m. \*\* NOTE TIME CHANGE  
(Tourism Day at the Legislature Breakfast 7:30 – 10:00 a.m.)  
Full Commission Meeting

Wednesday, May 17  
1:00 p.m.  
Full Commission Meeting  
Legislative Session Update

Wednesday, June 28  
1:00 p.m.  
Full Commission Meeting  
Teleconference – Grants Approval

*Marketing Committee*  
*Wednesday, July 12*  
*1:00 p.m.*  
*Fall/Winter planning*

Wednesday, August 16, 2017  
1:00 p.m.  
Full Commission Meeting

October/November (TBD)  
Governor's Global Tourism Summit  
Full Commission Meeting

Wednesday, December 13  
1:00 p.m.  
Full Commission Meeting  
Teleconference – Grants Approval

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