

**Nevada Commission on Tourism | Marketing Committee
Transcribed Minutes | February 22, 2022**

The Nevada Commission on Tourism held a Marketing Committee meeting at 1:02 p.m. on February 22, 2022, via Zoom.

Call to Order

Fletch Brunelle, Chair, called the meeting to order at 1:02 p.m.

Committee Members Present

Christina Erny
Cynthia Mun
Fletch Brunelle

Committee Members Absent/Excused

Deny Dotson
Carl Ribaldo

Staff Present

M.E. Kawchack
Mikalee Byerman
Kyle Shulz

Guests Present

Fahlgren Mortine staff
Noble Studios staff
BVK staff

BRUNELLE: All right. Well, good afternoon, everyone. I'd like to call to order the Marketing Subcommittee meeting of the Nevada Commission on Tourism. It is February 22nd, 2022. Apparently, a good day to get married as well here in Las Vegas. It is 1:02 PM. M.E., can you please confirm that the meeting was properly noticed and posted?

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

BRUNELLE: All right. Thank you, M.E. Can you also call roll?

KAWCHACK: Sure thing. Thank you. M.E. Kawchack, for the record. Fletch Brunelle?

BRUNELLE: Here.

KAWCHACK: Cynthia Mun?

MUN: Here.

KAWCHACK: Christina Erny?

ERNY: Here.

KAWCHACK: Deny Dotson? Absent, excused. And Carl Ribaldo? Absent, excused. Thank you. We have a quorum.

BRUNELLE: Excellent. So, next item. Can we move on to opening comments?

KAWCHACK: Hi, everybody again. Good afternoon from snowy Carson City. We do have a small Committee today, as you may have noticed. I'm sorry to let you all know that Carl Ribaudo has resigned from the Nevada Commission on Tourism Marketing Committee, effective immediately. There was a potential conflict of interest with an upcoming contract. I know we've all appreciated his insights and his conversations over the last few years on the Marketing Committee, and I know this was a very bittersweet decision for him to make. We do have some candidates to potentially bring on board, but since this is all just happening now we do not have it on the agenda, so we will not be discussing that today. But we'll be in discussions in the next quarter. So, today you'll hear from two of our integrated agencies on our proposed shift as we discussed back in November. As you know, we began the fiscal year with a tiered budget scenario, so we could move to different levels, as we knew that our budgets would change as our collections exceeded our projections and wanted to be able to shift gears quickly throughout the year. We don't necessarily need to go through this process with an action item, but we did want to make sure that we were transparent in our shift and in our strategy. So, you're going to see proposed plans for the next few months today. Please keep in mind that we're moving quickly, and we're excited to focus on new markets in a big way to really start affecting those perceptions positively like we discussed last quarter. So, I don't anticipate this to be a really long meeting, since there's only three of you and we have a very short agenda. So, I will hand this back over to Fletch to get going. Thank you.

BRUNELLE: Thank you, M.E. The next section is item B, public comments. Is anyone on the call for public comments?

KAWCHACK: M.E. Kawchack, for the record. I did not receive any emails or anything in the chat.

BRUNELLE: Okay. Very good. Thank you. Well, let's move on to item C, approval of minutes. This is for the June 9th, 2021, meeting. Are there any proposals, by way of motion, for any matter related to these minutes?

KAWCHACK: M.E. Kawchack, for the record. That is my mistake. It's for the November 18th, 2021, meeting. So that's my mistake. Sorry about that.

BRUNELLE: So with that, Cynthia, Christina, any? If there are no changes, do I have a motion to approve minutes?

ERNY: I'll make a motion to approve this.

BRUNELLE: Christina makes a motion.

MUN: And I'll second.

BRUNELLE: Cynthia. Second. She's waving. So, we'll note that. Okay. All in favor. Aye.

MEMBERS: Aye.

BRUNELLE: Okay. Passes unanimously. All right. Item D. We can move on to the agenda item D, spring campaign presentation. So, M.E.?

KAWCHACK: Great. Thank you, Fletch. M.E. Kawchack, for the record. So, as I mentioned after the November meeting, the integrated agency is looking for ways to strategically approach new markets in order to create a larger presence and to shift perception. So, today we're looking to move forward with continued planning and implementation. So, I'm going to turn this over to Stephanie Barkow from BVK, and I'm going to hand this over to both BVK and Fahlgren for the presentation. Thank you. And you might be on mute.

SIMMONS: Stephanie McKinnon is going to start on our side, but Steph, if you're talking, we're not hearing you.

MCKINNON: Hi, team. Can you hear me okay now? Perfect. All right. Well, I will be super brief, just to kind of set the stage. Like M.E. mentioned, we're going to take you through a summary of our spring campaign strategy, lead right into our paid media and our media channels for Fahlgren and then dive right into experiential activation, some fun new ideas to take us into spring, and then finally, that budget breakdown to show where those tiers and where some comparisons are. So, we will talk through all of that. And without further ado, I will let Aleisha take us through a summary of the strategy.

OLDENBURG: Thanks, Stephanie. So, for the spring campaign, we're continuing to leverage the self-discovery framework that we've developed. This is a framework that's strongly rooted in research. We know culturally, people are really looking for new experiences. They're looking for opportunities to learn more about themselves and experience growth and change while they're traveling. So, this framework really leverages those key trends, and as those key brand pillars of unusual experiences, inspiring culture and transformative connections.

We also know that this framework continues to differentiate travel Nevada. Our competitive landscape is saturated with outdoors and adventure and the ideas of transformative travel and that unique, local experience. Those continue to be open framework -- open territories.

If we go to the next slide, we'll see kind of some ways that we've tweaked our framework to just continue to stay in line with key trends. So, we're really optimizing this framework based on current cultural trends. We know now, more than ever, people are really seeking new experiences and spontaneity. They want unique places to stay. They care about localism. And, because of the last year, and this resetting of goals and priorities during the pandemic, consumers are seeking simplicity and wellness while they're traveling, and they have an increased desire for transformation.

And then finally we know that because of our IME study, we know that this campaign has been really working hard to move the needle on some really important attributes of local history and culture off the beaten path experiences, unique local culture, arts and museums and things like that. And so, we really know that this campaign is doing a good job at moving the needle on key metrics. All we've done is kind of continued to tweak and optimize.

With our additional budget of \$2.5 million, we have an opportunity to focus on two new markets. Portland and Chicago. We know that the audiences in these cities will be a great fit for Nevada. Portlandians are going to be captured by Nevada's unconventional experiences and will really align with the idea of recreating responsibly. And then those in Chicago will really look to engage in that opportunity of trading the commute and the hustle and bustle and skyscrapers for road trips and stargazing. They have so many things in Nevada that they don't get to experience. So, we know that these two markets will be very in line with Nevada's unique opportunity. And then finally, thinking about key trends. We want to lean even more heavily into the idea of transformative travel -- that Nevada is a perfect place to transform and heal as well as to have experiences of new culture and new ideas that will broaden horizons. And since we know that the current campaign assets have been successful at moving the needle in the IME study, we're going to continue to leverage certain existing campaign aspects that really get at the idea of self-discovery and transformation. You can see some examples of that on the next slide. There's just kind of a smattering of some of the examples that we'll be continuing to leverage, but we're going to be adding in, as Stephanie had mentioned, some new and exciting activation ideas, which Fahlgren and the rest of the BVK team will cover in a bit. So, with that, I will pass it off to Fahlgren, who's going to go over our media strategy.

BRUNELLE: Aleisha, before you turn it over, this is Fletch Brunelle, quick question. Past success with Portland and Chicago. They've been part of our campaigns in the past, for markets?

OLDENBURG: They're new markets, so these are kind of new and emerging markets that we are kind

of doing a big breakthrough. And the goal here is to kind of do a big splash activation to really put Nevada on the map for these two markets. They're kind of a new strategy for us.

BRUNELLE: Okay. Thank you.

RITZI: Bobby Ritzi, for the record. Just to clarify on that point. Portland has been a tier two recently, but Chicago, and especially at a priority level, is new. And Chicago was part of our original tiered discussion when we presented to you last year, in sort of that priority to add markets. So, it's great to bring it around again in this way. On the next side, when we approach this idea of uninhibited discovery and how to showcase that in a media form, we knew that we wanted to connect locals in both markets with Nevada. And that could either be connecting them with a Nevadan to hear their story or get them in-state to experience it themselves and bring that back in their voice and find ways to do that. Not only that would resonate and appeal locally, but in mediums that would be easily scalable, so that we can use these dollars to make an impact in not only those markets, but in the rest of our target markets for this quarter as well.

So, we've developed a strategy that approaches that from both the visual and the audio mediums, and I'll detail those in two slides. And then we also can further utilize the local influencers as potential points of activation for some of these big ideas later in the presentation. And then, in addition to those new tactics on the next slide, what we had originally presented in the tiered strategy was as we add these priority markets, we wanted to plus up additional improved tactics. So, when we think of visual inspiration, early stage, we want to back that up in these markets. So, we're adding Chicago to those tactics as well as plussing -up Portland. And then, in addition, adding to our essential media partners, like our OTAs. When we go into this market and make a big splash, we want to make sure that we're setting up through the full traveler journey funnel. In addition, we have a big idea with Nat Geo to take over their Instagram and social channels. And then, follow that up with those scaled tactics throughout our additional paid markets.

So, to detail that further and starting with study audio end, with iHeartMedia, we are recommending a partnership that is focused on the power of storytelling, and it would generate both significant impact and engagement in a short amount of time. So, on the next slide, to detail this out, we'll select local influencers in both markets and actually pair them with, on the ground, Nevada experts to conduct a series of interviews, that'll be cut into podlets, or pod-lites: ten, 13-minute segments that could also be compiled into one, single-themed podcast. And the idea there is to theme each of those up under our discovery framework and localize those themes to what will resonate better in Portland and what will resonate better in Chicago, and really come through from those local influencers, but as they experience this, the Nevada story from that local Nevadan. And then, iHeart will be able to take those interviews and scale that out in the form of paid spots, running across terrestrial radio, as well as streaming and podcasts. And we have that flighted so that will heavy up in Chicago and Portland first, and then follow those flights up in June, scaled across the rest of our markets. Again, this theme of getting into the local markets very quickly and nimble, but then also creating assets that scale beyond those two markets.

And then on the next slide, we can further activate that by using that audience potentially for activations. There again, in the market, the local experts, that our target audience is tuning to, for inspiration for these stories, so they can really be an asset for us throughout this campaign. To compliment the audio medium, we're also recommending a visual partnership through Outside. So, this was actually part of the original tier, but what we did is we took this reframe work back to outside and worked out a new partnership that's really focused on influencers and written and visual content. So that starts with that hero piece of written content, of great imagery, and that'll sort of be the campaign pillar. And in the meantime, we want to get local influencers, two from each market, out to Nevada to experience these themes for themselves, have them document it, put it in their voice, and then get that back into each market from their point of view, and then wrap that all up within that hero piece of content. And again, because we have this balance of national and local, we can take all of that promoted content later in June and take that to our other markets so we can create significant impact in Chicago - Portland, and then come back and hit that across our tier one and two markets. This also will give us additional legwork on those assets to promote across social and on Outside online.

And then, last but not least here, we worked with Nat Geo on an idea of celebrating in June the great outdoors month. So, on the next slide, at this point in the campaign we'll have activated, and we'll have generated significant reach in both markets as well as started to re-hit our total markets. And so, we have the building up to this tentpole event where we can take over Nat Geo's Instagram, which is over 200 million followers, and do a custom story for that day, a 'to be determined day,' that celebrates, again, these different ways that the great outdoors you can find yourself and experience this freedom of self-discovery. And then, that will be followed across their different social handles, with additional feed posts, and then, Disney, the parent company, owning Nat Geo and Hulu, we can then extend this partnership out further to Hulu, to also take over the Branded Entertainment Selector, and across all of our priority markets that day, pushing this message out there. So, it's a full, digital and video mix there, across all of our markets.

SHEPPARD: Heather Sheppard, for the record. So, jumping in now, on the earned side. So, what we've been talking about and, to the point earlier about the content buckets and the stories that we've been telling that have been working really well. We also want to align with the national conversations around transformative travel that are starting to crop up, and around the impact of travel on -- as a healing element to what we've all experienced over the last several years.

And that's really at the crux of our earned strategy. It's kind of dialing up that transformative connection content bucket and pillar that we have for Nevada. So really to validate what our audiences are seeing from paid and owned messaging, we'll focus on, a two-pronged, earned media approach, which starts by inserting Nevada into those existing national conversations about transformative experiences and wellness and wellbeing, and then positions Nevada as the transformative destination for Portland and Chicago, as best we can.

So, starting off with that, inserting into existing national conversations, on the next slide, we've seen research already that talks about how time spent outdoors and time spent traveling, actually is linked with improved wellbeing. You may have seen recently that Canada launched a program where doctors can prescribe time in parks. They can prescribe a park's pass. There's actually a similar program in the U.S. called Parks RX, that has programs in a lot of different states, but not yet in Nevada. And we see this as an opportunity for Nevada to become a part of that program where doctors prescribe time in parks and time outdoors with the goal of improving their patient's health and wellbeing. We would call our version of the program "Silver State Solutions," and we could launch these itineraries that doctors could prescribe, on March 20th, The International Day of Happiness, so that we can help people find their happiness and help them find what transformative experiences align best with them. So, we can pair these up with things that a lot of folks are experiencing, like too much screen time or too much time with a blue screen. A nice alternative to that is spending time in Great Basin National Park, stargazing, looking at something that's really far away and dark, but gives you a sense of purpose and helps you understand where you fit within the universe.

And then there are a couple other ideas that we've got as well that incorporate other great elements that are only available in Nevada, like our amazing Hot Springs, The Loneliest Road. There's research that shows that mindless driving is actually really beneficial to calming our racing thoughts. So, just driving kind of straight, and no better place in the world to do that than The Loneliest Road.

On the next slide, we want to also tap into our media contacts that have been talking a lot about these things and not just approach them to cover the state for their audiences, but also to experience the transformative power that Nevada has. We've seen a ton of coverage, including in places like the Chicago Tribune, about professional burnout and the feeling of exhaustion that we've started to experience after several years. So, we've already started to identify some journalists who are covering these topics and would invite them to come to Nevada truly for their own wellbeing and get an experience for themselves of how to overcome that sense of burnout, and then hopefully can feed that narrative around travel as a healing element, both nationally and within our target markets.

And then lastly, on the next slide, to really double down in Chicago and Portland, and to take advantage of the influencers in those markets, again, we've identified a few opportunities, or potential influencers, to partner with who

yes, have followings on social, but they also are busy professionals. Whether it's that they're photographers -- we found one who was an attorney who has a lot of followers within Portland -- and these are people who are also experiencing this desire, this urge, this pent-up demand for travel, but because they're on social, they also feel a sense of responsibility to constantly be posting. So, we want to do an influencer experiment with these contacts from Chicago and Portland, bring them out to Nevada to put down their phones while they're in market. Not to text. They can take pictures, they can use a camera, but we want them to get that transformative experience in the land of transformation. Then after that experience, they can talk about what that was like for them and how that improved their sense of wellbeing. There's also an opportunity that we could partner with a documentary filmmaker in Nevada and film this, and kind of see what it's like for influencers -- the most active people on social, to disconnect for a short period of time to get that true sense of transformation. And then, I will turn it back to BVK to talk about those activations.

GORDON: Hello. This is Seth Gordon from BVK, for the record. To complement the storytelling, by local experts and the new content we are creating with influencers, and focusing on this burnt-out, stressed-out world that exists more so in Chicago and Portland than in a lot of other places, definitely more so than Nevada, we're going to create some branded touch points. So, consumers in these destinations can experience what awaits them in Nevada and lets them connect with the things they're hearing about in these stories of transformation and creation and exploration from people in Nevada.

The first of these makes a big splash, a term we've heard about a couple of times so far today, and it's built around the idea of projection mapping. And we would go and find key buildings and walls in high-traffic areas in Portland and Chicago, and give urban dwellers some food for thought, with some branded messaging that sells the promise of Nevada and the transformation that awaits. So, on the sides of buildings, projected large type, animated type of, perhaps a night sky, with shooting stars behind it. We would see headlines that say things like Nevada doesn't ask questions, it answers them. Tranquility as far as the eye can see. You and Nevada go together like peace and quiet. Here, you can hide and seek at the same time. Or need some breathing room? How does 70 million acres sound? So, just great, kind of bumper-sticker, like thoughts that will get planted in people's mind to get them wondering what is going on, where is this place, and then that question will be answered with some Nevada-branded imagery, video of our epic landscapes showing them bits and pieces of all that awaits them. And it'll really serve as a dynamic complement to our traditional, out-of-home digital and social channels. So, bringing the urban landscape to life with the glimpse into the world of Nevada. Next idea, we're calling Relaxation Stations and how Nevada refreshes the body, it's full of transformative experiences and environments for both the mind and soul. So, let's give people in these cities that glimpse of that nirvana, with relaxation stations. We'd find the loudest busiest parts of downtown Chicago and Portland and create an immersive experience that'll feature soundproof rooms with floor to ceiling projections of Nevada landscapes filled with peaceful, soundscapes of Nevada -- the sounds of the desert, the sounds of a night sky, of national parks. And so, this is a place where people, on their lunch break or between point A and point B, can stop and really unplug and relax and get just a sense of that transformation that self-exploration that awaits them. It's a place where they can actually breathe and think and be alone, and you just kind of exists for a while and not be part of the rat race, hustle bustle. And then, some of the imagery we would see, we would show them just the wide variety of incredible environments that await, from hot springs and national parks to mountains and skylines. It's just such a vibrant environment that is so different from what people experience on a day-to-day basis in Chicago and Portland. And the next is what we're calling Silent Shelters. And this is a way to just send the message that things are quieter, and you can hear yourself think in Nevada. It's a place where you can have conversations, where you're not constantly assaulted, in every sense. So, we will take over bus shelters or, train cars, and outfit them with sound-deadening material and noise-cancellation technology, that obviously wouldn't be perfectly soundproof, but it'll just be enough of a change to give people a sense that Nevada is a place where they could really immerse themselves in their environment, in their experiences, and kind of go on that journey of self-discovery.

RITZI: This is Bobby, for the record again. So, this is the campaign flowchart as proposed. While it may be difficult to read in here, in the materials, it gives you a sense of the flighting, as we talked through the phased rollout, with the ability to get these tactics on quickly, as you see there, as early as in March with some of the existing assets and expanding on the approved fiscal '22 paid program, supplementing that video. And then, with the

audio production being the easiest turnaround, iHeart coming in first and deploying that program, followed up by Outside. And then, as you read down the chart, you can see how we then take each of those assets and bring them back out to either our priority markets as a whole or, in the case of the Nat Geo, a total, national, and even global in that case, takeover there, on their main account.

So, here you're seeing a breakdown, by category, with the paid media budget. That's by each of those channels, and then the percentage within that category, you'll see the incremental plan plus up, the video, each of the three partners, Disney being Nat Geo and Hulu, and then we've held a placeholder budget, as BVK walked you through, those out-of-home executions, we know that there would be physical space costs associated with those. So, what we've done is hold a place holder, as well as then promotional budget, to put behind some of those tactics.

SHEPPARD: Heather Sheppard, for the record. The breakdown for earned is much smaller than the paid, but just kind of explaining how we would focus some of those tactics and where those would fall, in terms of the budget. So, the itinerary program, increased national outreach aligning with those topics, the FAMs, and then some distribution of our messaging related to the parks program -- the wellness itineraries, et cetera, via media tour and press releases and distribution.

MCKINNON: And lastly, just a quick note on the creative budget. It's just the remaining funds we have for Fiscal Year 2022, that can help cover production, any execution costs, any interior pieces or props that we would recommend for some of those activation pieces. That is just about 165.

KAWCHACK: Okay, thank you everybody. I'm not sure if, at this time, if there's questions from the Committee, we can start with those.

BRUNELLE: I do have a couple of questions. This is Fletch Brunelle, for the record. So, when we take a look at the list and, by the way, thanks to everyone for putting together the proposal, thoughts and programming. A question, in terms of KPIs. So, as I take a look at each one of these, I didn't hear discussion about KPIs. I'm assuming it's our standard KPIs, but are there any other that would be different than brand lift, et cetera, travel intent?

KAWCHACK: This is M.E. Kawchack, for the record. I don't know if Bobby, you want to speak to that? I know that one of the intentions we had after the last meeting, we saw an opportunity to shift the perception in these markets. So, we're going to be taking a really hard look at that over the next few quarters, when we're starting in Chicago, well restarting in Chicago and Portland. But Bobby, if you want to talk about the paid media perspective?

RITZI: Thank you, M.E. Yes. Bobby Ritzi, for the record. To that point, we're aiming high with perception as the overall goal, showing lift, but then as you get down to each of these, we would have specific KPIs, and that'll build out further throughout each program. Like, for example, on the iHeart, it's not just the reach and frequency and engagement that that program will generate locally in each market, we'll then measure further out on the actual POD-let's, total listening. Nevada will own that content and get to put those assets out on the website. How many additional engagements those generate, if we further engage with that influencer. So, we'll have benchmarks for that reach and engagement and then be able to measure out on each of those.

BRUNELLE: Ultimately, when you think about visitation and looking at what it was historically. So, Portland we know was tier two. Chicago's new. Looking at what those are, would that be a comparison with 2019? Do we have those kind of stats?

KAWCHACK: M.E. Kawchack, for the record. We would be comparing visitation. We're looking at 2019 in a lot of things that we do, as everybody is. We had only just started in Chicago, at the very end. We didn't really get to start anything. I think we were in the market for just a few weeks. So, we are anticipating seeing that lift, so it will probably start after this quarter. As we're at the end of the fiscal year, that's a complication that we always kind of come up against. But that is something that we're going to watch. And also, back to spending more and staying

longer, we're really going to look at those stays and how long people are staying, and the thought process, but looking somewhere as far as Chicago, is that those people will just stay longer anyway, because they're coming from farther away. And that's the intent, giving them more things to do.

BRUNELLE: The last question, when you take a look at the spend in terms of TV -- addressable TV, et cetera. So, I'm assuming you're using a platform like The Trade Desk, so it can be very efficient, in terms of what we're buying. We can make adjustments, up and down?

RITZI: Bobby, for the record. Correct. We'd be looking at placing that on the streaming end, through ATT Now or Direct TV, plus YouTube TV on the addressable end, as well as adding advanced TV, to really supplement that video on the front end with that inspirational dreamer stage, and then start to layer on each of those tactics throughout that flight.

BRUNELLE: Very good. Thank you.

MUN: Cynthia Mun, for the record. I've got a question. In terms of Chicago, in 2019, you said we just started, what was the messaging then and how is it different now? And then the other question is, what evidence do we have that this new messaging is what they're looking for in Chicago?

KAWCHACK: This is M.E. Kawchack, for the record. I can start off and then I can hand it over. I don't know if BVK wants to speak on the creative side, but the campaign is still the same. It's very similar in messages, but we shifted due to COVID too, and really looking at those more transformative experiences and, we were really kind of evolving away from Don't Fence Me In, and I think that we're way past that now. And we really were not there for very long, to really count. I don't know if you remember, we had our activation with REI and that ended up getting canceled. So, I think that looking at some of the information that we had come in, just during the pandemic, we're able to draw from that and tweak our messages just a little bit to how people's mindsets have changed over the last two years.

SIMMONS: And I can add on to that and send apologies for Stephanie Barkow who's the head of our brand strategy and research. Believe it or not, in Milwaukee, where ice and snow is common, the kids are at home today. So, she was juggling some little ones and wasn't able to join our call today. So, Aleisha did a great job of jumping in at the last minute. But we did do an exhaustive review of some of the existing data, certainly partnered with Fahlgren to understand performance in the existing markets, and collectively with Fahlgren, decided that Chicago and Portland made the most sense for the heavy up. We do know from the IME that the new messaging we launched last year, sort of that was rooted in transformation, did a really good job of resonating with consumers, motivating them to want to find out more information and to travel. So, our idea was really to take that same messaging strategy and bring it out into more markets. So, building on where we've been and leaning more heavily into that wellness and transformational space that is resonating right now from a cultural trends and travel perspective. So, really kind of building off where we started sort of late last summer.

MUN: Got it. And just out of curiosity, did we not also start a new market in Boston as well, before the pandemic, or somewhere in Massachusetts, or? I just kind of remember something about that.

KAWCHACK: M.E. Kawchack, for the record. We were; we started seeing website pings from that area. And so, we tested Boston, we tested a few markets -- Atlanta, Minneapolis. So, we took the opportunity to see if people were thinking about us, talking about us, and the research came back that Chicago and Portland were anticipated to be better performers. So that's where we are now.

MUN: Okay.

ERNY: Hi, this is Christina Erny, for the record. I just had a couple of questions, going off of Fletch, as well. In KPIs, and you guys are talking about perception. Are you doing any bench-line perception studies

right now? I mean, you're looking at doing some really awesome activations in those cities, and I'm just curious if there's anything that we're capturing right now versus only comparing them to 2019 numbers -- perception studies, and maybe measuring it in a couple months or a year down the road, or if you're doing any like geo tracking of where people are going, if they're going to those more remote places, trying to experience that tranquility, if you will.

KAWCHACK: M.E. Kawchack, for the record. Thank you, Christina. We continue our integrated marketing effectiveness study and that's quarterly. So, we're able to continue to track that. We also just began our subscription with Zartico so that will be getting developed. I'm really excited to start that over the next month, so. We're adding to our toolbox, so that'll be coming on at the same time as the new markets.

MUN: Great. Thank you.

BRUNELLE: All right. So, if there are no other questions from the Committee members, that last comment that I'd like to make is KPIs, as we know, are going to be the things that tell us whether or not we were successful. So good to hear that the quarterly tracking studies and other benchmarking will be used on this. So, with that, I believe we do need to have -- do we need a motion today on this, M.E.?

KAWCHACK: M.E. Kawchack, for the record. We can do a motion. I know there's only three committee members on today and the motion would be to take action, to move forward with continued planning and implementation that reflects a shift in focus into Chicago and Portland.

MUN: I have a question.

KAWCHACK: Yes.

MUN: Cynthia Mun, for the record. So right now, we're not making any motions, in terms of the elements and the activation, or any of the campaigns. We're just making a motion to shift the focus to Chicago and Portland?

KAWCHACK: M.E. Kawchack, for the record. We don't need a motion to necessarily talk about the activations, but I'm certainly happy to hear any feedback that you have. We will be moving forward, looking at pricing for everything that was presented today and what it would look like, and then we would move forward if we're feeling comfortable and that that's what we want to do. So, we don't necessarily need a motion for the activations in particular, just the shift in focus and approval to use the budget in that way. But, also happy to hear any feedback that you guys might have.

MUN: Well, I was just thinking about the bus stations and the silent areas that we're going to create these places around Chicago, where people sit and kind of have silence. And I just don't see a connection of that to Nevada. It doesn't excite me. I can't put my head around it, in terms of an area. Like, if it was cold, like in Chicago, it's cold. I want a place where it's not -- I guess you guys are doing it in thinking of April, May, and June. So, by then, it's not going to be cold and windy, et cetera, but I'm just thinking, how do these bus shelters transform me in a way that will positively connect me to Nevada? Because, I mean, if I lived in Chicago area, I could go to St. Louis, I could go to the lakes, I could go to any of those areas and have quiet as well. I could have dark skies. And I'm just, it's just a, just a point of reference in that, I, as a consumer, I don't think there's a strong enough connection for me to think that that represents Nevada or that it would make me think of Nevada. Like the transformation, I'm having a difficult time imagining the transformation, sitting at a bus stop. That's just what I'm dealing with. So, I'm not saying all the campaigns, but it's just the execution of some of the ones that I've seen or mentioned, gives me a little bit of pause.

SIMMONS: I can address some of that if you'd like, M.E.?

KAWCHACK: Yes.

SIMMONS: And Seth, if he's still on, certainly could jump in, too. I think some of the thinking just coming out of the trends and some of the strategy work, is that people are seeking places to have some solace, and we were reminded of these vast, open landscapes of Nevada, the desert, some of the lush green areas are quiet in a way, where you hear the sounds of the crackling sand, or you hear the sound of animals. So, we were trying to bring to life this idea that when you're in Nevada, away from the hustle and bustle of the big city, which is why that one is particularly interesting, I think for the Chicago market, which is, feels a little more urban than Portland, to give people a little piece of that solitude as an escape from kind of their hectic day to day. Part of what we'll be doing now, so it's great to hear that maybe you're gravitating to some of the others, that from a budget perspective, we'll be thinking about, which is with Fahlgren, the most cost-effective way to execute those. We may not be able to do all of them in all markets, and we may have to make some choices. So, it's good to hear that maybe that wouldn't be your first choice, just as we're having to prioritize some things too.

MUN: But I just think --

GORDON: Yeah, that's a great point, Victoria. Oh, go ahead.

MUN: Oh, go ahead. Go ahead.

GORDON: Go ahead. No, I just want to touch on something that Victoria said. Now, we can't tell the entire Nevada story in a bus shelter, but what we can do is connect with one of people's senses, the sense of hearing and sound, and tell them that, hey, things are different in Nevada. You know, it's not the same old experience where you're going to a destination full of tourists, where there's a lot of noise and a lot of chaos, confusion, but there's peace and quiet waiting for you. And Nevada is the one that wants to bring that to you. That's why we would be outfitting this bus shelter, to create a little bit of peace and quiet and some tranquility, so you could hear yourself think. It was just a way to almost metaphorically take people to a different state of mind, not necessarily immerse them in everything Nevada has to offer, so.

MUN: Yes, I like the whole idea for sure, but I'm just saying, it's not crystal clear. For example, if it's a new market and people say, Nevada, they will think of Reno, they'll think of Las Vegas. And both of those areas are not one where you go, hey, it could be tranquil in certain places -- at the stratosphere at the tower, whatever that could be, but it's not the first thing that comes to mind. So, if it's a new market, I mean, it might be just me that I'm struggling with the idea of new markets and the identity and the brand that Nevada already has, and then trying to filter it to the secondary, in terms of all the space and wonderful places we have. But if they're a first-time visitor in Nevada, with the transformation, I'm not sure how to translate that, for me. That's all.

BRUNELLE: Well, Cynthia, if I could real quick. You've got three activations listed, and you've got a total budget of \$52,000, as part of this overall campaign. Are you envisioning you can execute on all three of those activations? Including, so you've got the silent shelters, the relaxation stations, and the projection mapping, or are you saying one over the three, or what are you thinking?

KAWCHACK: M.E. Kawchack, for the record. It would be one. That's over and above what's already been approved, so we've got the hold budget, and then we have the creative budget, and then we have the existing budget, as well. So that's just above that. So that's coming from our work program, having the projections a little bit lower than what our collections are, and also the grant that we had earlier this year for marketing in particular. And one thing is, we have to start planning to see how any of these three would look, and we're certainly not going to move forward if we're not feeling like it's going to make an impact or it's the best way to spend the money. So, it could be that the projections are the way to go, and that can lead us into other things down the line. Or maybe it's not the bus shelters, maybe it's not those bigger things, and it's really just building on some of the paid and earned things are in the proposal as well.

SIMMONS: I think, and Bobby could certainly comment, but I think some of that outdoor money is also earmarked to support their projections and that type of thing. You will notice that all three of those are sort of meant to be disruptive, right? These are newer markets. We don't have as much top-of-mind awareness. So, in a way they're meant to be a little shocking and disruptive, which is why it's kind of the opposite of what's happening in that market and a little bit of that juxtaposition between what Nevada can offer and what people are experiencing in those markets.

BRUNELLE: Very helpful, Victoria. So, my question goes back to Cynthia, as well. And, just in general, when you take a look at these three, if you're talking about larger impact, I would think the projection mapping is going to have more eyeballs. Because having, and I don't know how many relaxation stations you can have, or how many silent shelters, but I don't know if you're going to get as many eyeballs as you would on something that's got a larger impact. Just like personal things. So, Christina, I don't know what you're thinking as well.

ERNY: Yeah. I'll second that opinion. I don't have much more else to say. Christina Erny for the record. But, yeah, the projections excited me more, personally. But, especially with limited budget.

KAWCHECK: M.E. Kawchack, for the record. I think that we're in agreement there. I think that every time I've seen projections out in the world, it's something that we've wanted to do. And, certainly, it gets noticed by a lot more people. So, I think that we've got really great creative and visuals to be able to make an impact.

MUN: I agree.

BRUNELLE: OK, so we're not here to micromanage what your marketing program is. Thanks for letting us give you input. We gave you input. Then, if we had to choose one of the three, the projection mapping seems to make the most sense. Was there anything else you were looking for, direction wise? When I take a look at the rest of the media, we went page by page, nothing stands out that would be a red flag. I think the planning process looks like it's the right direction. If the question is, do we think that Chicago and Portland are the right markets, you've already done past research that show that they stand out. So, I'm comfortable with what the team has put together. So, Christina or Cynthia, if you'd like to make a motion to have the marketing team move forward with the proposal.

MUN: Cynthia Mun, for the record. I make a proposal to move forward with the marketing team's proposal.

ERNY: I'll second.

BRUNELLE: I'll second. Okay.

ERNY: Christina Erny.

BRUNELLE: All in favor. Aye.

MEMBERS: Aye.

BRUNELLE: Aye, aye. Okay. Thank you, M.E. In terms of next items, I know that you had provided some other KPIs. Are we going to review those, or, in terms of next steps on the agenda?

KAWCHACK: I'm sorry, Fletch. M.E. Kawchack, for the record. What?

BRUNELLE: You had sent the Tourism metrics reports.

KAWCHACK: Oh.

BRUNELLE: I didn't know if we needed to review those or if those were just informational, for the Committee.

KAWCHACK: Those are informational only.

BRUNELLE: Excellent.

KAWCHACK: Those are always a little bit late because we're reporting on the past quarter. So --

BRUNELLE: Okay.

KAWCHACK: -- we're always getting them towards the end of the next quarter. We're certainly aware that a lot of that is the situation in our world is changing. So, we might not be needing to look at the COVID case numbers any --

BRUNELLE: Sure.

KAWCHACK: -- longer. So, of course we can still look at them, but we don't need to necessarily report on them, but this was for consistency. Those are the metrics that we had decided on reporting on. So, we'll be shifting those in the next year.

BRUNELLE: Okay. Very good. All right. Agenda item E. Before we wrap up, are there any public comments before we close? M.E., it doesn't appear that we have anybody on the line. So, with that, I'd like to ask for a motion to adjourn today's Marketing Sub-committee meeting at 1:54 PM. Can I get a second?

MUN: Second:

BRUNELLE: Alright. All those in favor. Aye.

MEMBERS: Aye.

BRUNELLE: All right. Well, thanks everyone. Have a great rest of your day. Be safe and thank goodness we're turning the corner on this COVID thing.

KAWCHACK: Thank you.

ERNY: Thank you.

MUN: Thank you.

BRUNELLE: Bye, now.

MULTIPLE: Thank you. Bye. Thank you. Take care.

[end of meeting]