

JUNE 2025

# FY26-FY28 STRATEGIC PLAN





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# OVERVIEW

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The tourism industry is one of the strongest economic drivers for the Silver State, offering visitors outdoor adventure, heritage, arts & culture, gaming, and truly unusual, unique-to-Nevada experiences. Yet, as important as the tourism industry is to Nevada, multiple facets must be monitored and nurtured to ensure that tourism truly benefits those who live and work throughout the state.

This Three-Year Strategic Plan sets a course for Travel Nevada to continue to inspire travel and strengthen collaboration. The planning effort began in November of 2024 in partnership with Whereabout, a destination strategy firm.

The process of crafting this Strategic Plan included:

- ▶ Reviewing numerous background reports to better understand the current state of the tourism industry in Nevada.
- ▶ Interviewing 18 individuals representing diverse perspectives from the tourism industry.
- ▶ Deploying a survey in January 2025, to which 103 industry partners responded. Questions were crafted to gain input into both the organization and the destination.
- ▶ Meeting via Zoom in December 2024 with Travel Nevada staff to explore and define the organization's core Values.







- ▶ Facilitating four focus groups with Travel Nevada staff.
- ▶ Performing a Competitive Landscape Analysis to better understand how peer states—Colorado, Oregon, Utah—promote visitation.
- ▶ Creating a Strategic Perspectives Report that presented twelve key themes from the discovery work. This report served as the foundation of the strategic planning process by gathering insights on the current state of the industry and identifying opportunities and challenges. The twelve key themes from this report are:
  1. People want to visit places where people want to live
  2. Development is foundational
  3. Territories could forge a stronger link
  4. Educate and engage a corps of champions
  5. Invest in relationship building
  6. Continue to evolve marketing
  7. A true welcome is a powerful attractor
  8. Balance rural development with active stewardship
  9. Outdoor adventure plays to Nevada's strengths
  10. Mind the staffing and resource gaps
  11. Optimize systems & processes to maximize impact
  12. Enhance internal communication & team cohesion
- ▶ Convening a two-day Strategic Planning Team Retreat + Work Sessions in January 2025. Held at the Nugget Casino Resort in Sparks, the Planning Team reviewed the Strategic Perspectives Report; jointly crafted Vision, Mission, and Position Statements for the organization; reviewed the staff-created Values statement; and then identified five key areas of focus (Objectives) for the next three years. For each Objective, the Team identified indicators by which to measure success toward the Objective and Strategies to accomplish the Objective.
- ▶ Hosting a Stakeholder Check-in. This provided stakeholders an opportunity to share their thoughts on draft Strategic Plan elements. A video and survey were available from March 17 through April 4, 2025, asking industry stakeholders to weigh in on the Vision, Mission, Objectives, and Strategies. Thirty-three people responded to that survey.
- ▶ Hosting a Strategic Plan Revision Session. On April 17, 2025, the Planning Team met to review the draft Strategic Plan and consider comments from the Stakeholder Check-in.





## VISION MISSION

Together, the Vision and Mission state why an organization exists and the purpose it serves.



## VALUES

Values are those core, shared beliefs that drive the way individuals in the organization work together.



## POSITION

The Position identifies what unique and sustainable value the organization delivers to its stakeholders.



## OBJECTIVES

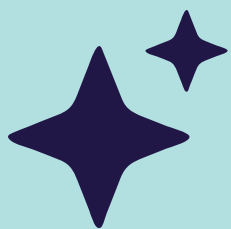
Objectives are the big goals for the planning horizon. They are supported by Indicators—how success will be measured—and Strategies—the work that will be done to accomplish the Objectives. More information on Indicators is provided in the Appendix.

This Strategic Plan provides a clear vision and direction for Travel Nevada and serves as a North Star to help maintain focus as other opportunities or issues arise. This Plan is not intended to replace Travel Nevada's day-to-day work, but rather complement that work to help achieve long-term goals. It is not meant to be an inflexible mandate, and should be used as a reliable and adaptable guide. There will always be evolving conditions, uncertainties, economic swings, and circumstances that must be navigated. Having this longer-term direction provides steadiness and resilience while adapting to uncertain times.



Credit: Leslie Kehmeier / Lincoln County, NV





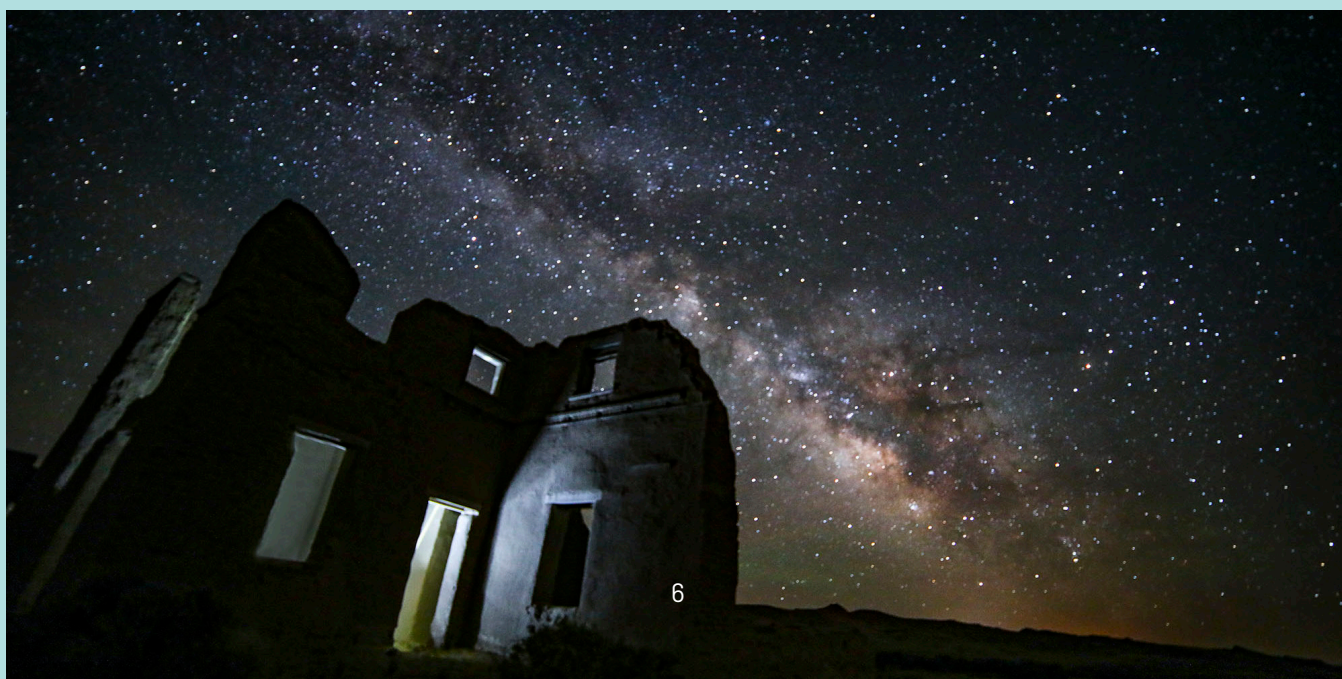
# STRATEGIC PLAN: NORTH STAR

## VISION

A vibrant visitor economy built on exceptional and enriching experiences that enhance quality of life for all Nevadans

## MISSION

Share the heart of Nevada with the world through stewardship, development, and promotion of the best of the Silver State





# Values

We believe in our:

- ▶ **North Star:** We have an enduring commitment to Nevada and are mindful stewards of the state.
- ▶ **Intention:** We responsibly serve the people of Nevada and welcome visitors with dedication and pride.
- ▶ **Alignment:** We purposefully collaborate and communicate with one another and our communities.
- ▶ **Creativity:** We are open-minded, curious, and innovative.
- ▶ **Heart:** We lead with joy, enthusiasm, and empathy.

# Position

Travel Nevada leads the tourism industry and supports economic and community development in Nevada through:

- ▶ A results-driven integrated marketing and PR program that drives international and domestic visitation through effective use of key marketing channels, media relations, and public perception.
- ▶ Engagement at leading travel trade shows and other channels to promote travel.
- ▶ Leisure visitor education and management through a sophisticated communications program that highlights the experiences available throughout the state.
- ▶ Cultural, environmental, and economic stewardship that fosters a robust and enduring visitor economy.
- ▶ Destination development that provides support for communities on their journey to grow visitation and encourages entrepreneurs to start businesses in their towns.
- ▶ Advocacy for the tourism industry, supportive infrastructure, and Territory and community needs throughout the state.
- ▶ Education and professional development opportunities for Nevada tourism industry sector employees that raise the level of expertise across all industry sectors.
- ▶ Modeling a commitment to the Travel Nevada brand and managing the brand to ensure alignment internally and with partners.







# STRATEGIC PLAN: STRATEGIES







OBJECTIVE 1



# STRENGTHEN SUPPORT FOR TERRITORIES AND RURAL DESTINATIONS



# Indicators

- ▶ Increased number of Active Partners
- ▶ Improved stakeholder sentiment related to Travel Nevada's support over the 2025 baseline
- ▶ Year-over-year growth in return users to Travelnevada.biz

## Strategies

### 1.1 Expand rural destination advocacy

The needs of the rural destinations in Nevada differ from those of the urban destinations. Travel Nevada will provide education at the state level on the needs of rural destinations, with the goal of inspiring economic focus, incentives, and anchors. In addition, Travel Nevada's travel trade can be positioned as a bridge between Nevada's rural experiences and high-value target markets. Those engaged in this advocacy may include individuals representing DMOs, private sector tourism stakeholders, and agency partners, such as those from Travel Nevada and the Governor's Office of Economic Development.

### 1.2 Refine interactive research data resources

Travel Nevada and its destination partners can share and learn much from each other. To facilitate education and the sharing of information and resources, Travel Nevada will continue to refine travelnevada.biz and other online tools so that its approach to sharing information is up-to-date, readily accessible, and immediately useful for destinations. These resources might include sharing "how-to" videos on grant applications or providing case studies of successful projects from other destinations.

### 1.3 Initiate capacity-building initiatives and partnerships

Nevada's Territories operate with volunteers and sit at the intersection between the state agency and the many unique communities and destinations throughout the state. Each Territory's capacities need to be expanded for them to step into their role more fully and to support the implementation of their strategic plans. Travel Nevada will work with other agencies and divisions—such as the Governor's Office of Economic Development and the Nevada Association of Counties—to explore programs and aids to enhance capacity. Travel Nevada will share such opportunities—and all information—in a way that is readily accessible for these volunteers. Further, Travel Nevada will look for additional funding streams that could enable rural destinations and Territories to hire staff, participate in trainings, and build capacity. Finally, Travel Nevada will look to Territories to share what is happening within their area.



## 1.4 Support Territories in developing packaged products

Territories and rural partners have the task of creating bookable, packaged products to share with potential visitors. Travel Nevada will work to equip these partners with tools, guidance, and connections to engage with trade partners to develop itineraries and provide bookable product offerings, informed by input from the travel trade industry.

## 1.5 Establish a regular cadence for Territory representative meetings

To continue to build and nurture the strength of Territories and their role within the broader tourism landscape, Travel Nevada will establish a regular cadence for meeting with Territory representatives, both in person and virtually. These meetings will provide a venue for networking, sharing knowledge, providing mutual encouragement, and supporting the implementation of each Territory's Strategic Plan. This will be a venue for Territory representatives to share what is working and what they are challenged by, and to investigate solutions with a group of peers.







## OBJECTIVE 2

**ELEVATE TRAVEL NEVADA'S  
VOICE AND SHARE  
EDUCATIONAL INFORMATION**

# Indicators

- ▶ Year-over-year growth in partner downloads from [travelnevada.biz](http://travelnevada.biz)
- ▶ Engagement with 65% of Nevada's communities
- ▶ Year-over-year growth of participation in BattleBorn Insiders program



## Strategies

### 2.1 Create a research and data-sharing task force

The Department of Tourism and Cultural Affairs has a strong research program that compiles data into meaningful insights. A task force will be established to gain additional insight into the types of research sought and the ideal modes of sharing findings with tourism partners statewide. The actions arising from this task force are intended to expand the educational materials available and to ensure that such materials align with the questions that arise from industry partners.

### 2.2 Optimize the Tourism Means More campaign

Tourism Means More traditionally ramps up before the Legislative session, then fades until the next session. The stories and materials that are a part of it establish the importance and economic relevance of tourism to the state. Travel Nevada will expand the campaign beyond a seasonal endeavor to a regular fixture that shares facts and stories on the value of tourism. Not only will this benefit Legislators, but it will inform both new and established residents on what tourism provides to the state and their communities. In addition to sharing data on the importance of tourism, Tourism Means More can be expanded

to include easy-to-understand and relatable stories of community resources made possible because of tourism dollars and transient occupancy taxes, as demonstrated in the Tourism Ecosystem report. Travel trade and its benefits can likewise be integrated into Travel Nevada's educational content.

### 2.3 Implement a Get a Little Out There program for the Travel Nevada team

Educational materials are valuable, but few things are as impactful as bona fide face-to-face time. While the pandemic hamstrung Travel Nevada's ability to be in the field and meet with destinations, the agency has been ramping up its fieldwork and time on the road. Going forward, Travel Nevada staff will "get a little out there" and continue to grow presence and time connecting with destinations. This will support the two-way sharing of information and foster deeper partnerships on tourism matters.

### 2.4 Explore additional revenue streams

The breadth of work Travel Nevada can take on is limited by the funding it receives. Travel Nevada will investigate, identify, and, as possible, obtain additional revenue streams to support its programs.





## 2.5 Collaborate with partners to provide local-level tourism education

Town and county elected leaders are a key voice in tourism promotion. Oftentimes, they may not have access to current data about tourism and how it benefits their community. Travel Nevada will engage the Nevada Association of Counties and League of Cities to develop and distribute educational materials regarding tourism, and consider live venues for sharing and answering questions, such as at their conferences or training sessions. Travel Nevada can also use trade partner feedback to help refine messaging, product offerings, and promotional materials. The Tourism Ecosystem report published in 2025 and the 2025 Resident Sentiment Study are great data resources to help initiate this effort.

## 2.6 Activate a Corps of Champions

With the other Strategies in this Objective underway—like the Tourism Means More Campaign and local-level tourism education—a growing number of individuals will have information about the value of tourism to the Silver State. This strategy seeks to empower these informed individuals to become active champions for Nevada and its travel industry by providing guidance on speaking about the benefits of visitation within their circles and to others they encounter. Further, the Battle Born Insiders program will continue to work with businesses throughout the state to provide education for the tourism industry.





### OBJECTIVE 3

# STEWARD AND DEVELOP DESTINATIONS STATEWIDE



# Indicators

- ▶ Accomplish 15% of Stewardship Plan initiatives by 2028
- ▶ Growth in the number of communities participating in Travel Nevada's stewardship and development programs
- ▶ Growth in bookable product partnerships over the 2025 baseline

## Strategies

### 3.1 Enhance resources for Stewardship Plan implementation

There is broad interest in stewarding the resources of Nevada and implementing the Stewardship Plan, as demonstrated by the support for protecting public lands outlined in the Resident Sentiment Study. Stewarding simply means managing the state's tourism industry assets to maintain their long-term viability as draws and economic drivers. With the insight from travel trade partners and research, Travel Nevada will guide investment in product development that aligns with market demand and helps more concepts evolve into market-ready experiences. Travel Nevada will work with partners to explore what resources they have, what is needed for successful implementation, and how to enhance capacity throughout the state to carry out the actions of the Stewardship Plan.



### 3.2 Foster long-term economic stability through Travel Nevada programs

With the Stewardship Plan anticipated to be completed in 2025, all Travel Nevada programs can then be reviewed and updated to ensure they are infused with the same principles. This will enable its efforts to have a further reach and impact throughout the state.

### 3.3 Investigate grant support for emerging destinations

Communities in Nevada are at different stages of readiness in destination development. Some are in the planning phase while others are on the cusp of implementing projects to bring plans to life. While the existing Destination Development Design (3D) Project supports those communities in the former category, those in the latter category have different needs. Historically, those communities tapped into the Projects Related to Tourism grants, but that program has ceased. Travel Nevada will partner with other state agencies to explore ways they can support these emerging communities through infrastructure and operations grants, staffing support, or other resources.

### 3.4 Convene partners to support Travel Nevada's programs

Tourism development does not exist in a vacuum. It is part of a larger picture of community and economic development, all with an eye toward being smart stewards of Nevada's riches. Travel Nevada will build upon existing relationships with sister agencies—such as the Department of Outdoor Recreation and the Governor's Office of Economic Development—and convene discussions about how all agencies can play a part in supporting destinations in the early phases of their development journeys.

### 3.5 Support grant recipients

The 3D Project launched in 2022. Some communities are further along in implementing their plans, while others are beginning their destination development journey. To better support those communities just starting to plan, Travel Nevada will explore and implement measures like setting up mentor partnerships, retaining consultants to support projects, and providing other types of technical assistance. By doing this, Travel Nevada can better ensure its investment in destination development is beneficial and that there are success stories that can be shared.







OBJECTIVE 4



# ACTIVATE NEVADA'S STORY



# Indicators

- ▶ Improved length of stay by 10% over the planning horizon
- ▶ Year-over-year increase in IME Study scores for brand attribute awareness
- ▶ Growth in engagement with Adventure Centers over the first-year baseline

## Strategies

### 4.1 Amplify brand messaging

Travel Nevada and many partners within the state have created messaging to encourage a more mindful engagement with the state and its natural and cultural resources. Travel Nevada and its partners will align on core messages, explore co-op marketing and other methods to complement and amplify exciting messages, and leverage efficiencies to broaden their reach. This could include using programs such as trade shows, FAM tours, and sales missions as vehicles to deliver messaging to audiences who influence travel decisions at scale.

### 4.2 Diversify storytelling and storyteller voices

People like to visit places where they feel they belong. This can be achieved by telling Nevada's many stories—heritage, history, arts, extreme adventure, urban adventure, and cultural experiences—and having a diversity of storyteller voices and stories from unique perspectives. To achieve this, Travel Nevada will continue to diversify who it works with to tell Nevada's story through their individual lenses.



### 4.3 Build from outdoor recreation

While outdoor recreation draws visitors to Nevada, there is more to the state that may interest this visitor segment. Travel Nevada will showcase its unique assets that may entice a visitor predominantly focused on outdoor activities to explore more of what Nevada offers: heritage, arts, culture, and the unusual.

### 4.4 Refine adventure messaging for audiences

"Adventure" can mean different things to different people. For some, it conjures images of more extreme activities like rock climbing, base jumping, or mountain biking. For others, it can mean exploring a community on foot and trying out different restaurants and bars. For others, it can mean having access to an exciting new place, regardless of physical ability. Travel Nevada will consider how it tells its adventure story and ensure stories cast a wide enough net to include all these interpretations of adventure.





## 4.5 Extend single-purpose visits

One of the key ways to grow the visitor economy is to entice visitors who come for a single purpose, such as a business trip, a significant sports event, or a marquee event, to stay and explore more. The point of entry for visitors who fall into this category will overwhelmingly be Las Vegas and, to a lesser extent, Reno/Sparks. Travel Nevada will look for ways to naturally extend the concept of Get a Little Out There to these visitors to get beyond the primary purpose of their travel to explore more of the state.

## 4.6 Collaborate on marketing to niche audiences

Nevada will always be looking to expand its brand presence in new markets by collaborating with travel trade media and trusted intermediaries to attract visitors who have niche interests in the state, be it a one-of-a-kind festival or event, history and heritage, arts & culture, or a specific sport like skiing or astronomy. To meet and expand their experience in Nevada, Travel Nevada will collaborate and partner with other organizations that cater to these visitors to better reach them and share more of what Nevada has to offer.





## OBJECTIVE 5

# OPTIMIZE TRAVEL NEVADA'S SYSTEMS & PROCESSES



## Indicators

- ▶ Year-over-year increase in the percent of staff who agree that Travel Nevada's Mission and Values are consistently reflected in the office
- ▶ Year-over-year increase in the percent of staff who feel communication tools and processes support collaboration and transparency
- ▶ Year-over-year increase in the percent of staff who believe their work is aligned with Travel Nevada's strategic goals

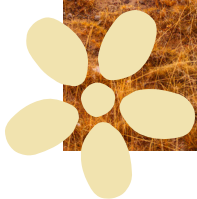
## Strategies

### 5.1 Infuse Values into office culture

One way to infuse the Strategic Plan into everyday work at Travel Nevada is by integrating the organizational Mission and Values statements into pre-existing procedures. For example, interviewers can ask applicants about times they embodied Travel Nevada's Values. Staff meetings can have the Mission and Values printed on agendas. Staff evaluations can include questions about actions that align with the Mission and Values. A periodic employee recognition program could also be implemented to recognize exemplary representation of Travel Nevada.

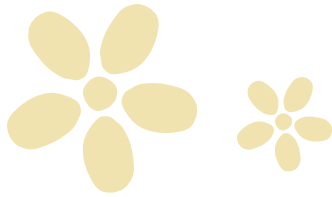
### 5.2 Streamline grants processes and funding programs

Among Travel Nevada's newer and more visible programs are its rural marketing grants program and its 3D Project. Applicants have expressed that the application process for these has become increasingly complex over time, ultimately making the process to receive funds more cumbersome. In addition, planning challenges arise from the difference between local agencies' one-year budget cycles and Travel Nevada's two-year cycle. Travel Nevada will evaluate what is needed to streamline processes as much as possible, encouraging greater participation.



## 5.3 Streamline internal communications tools and processes

Travel Nevada is a high-performing organization, yet could enhance its effectiveness by establishing a broader, agency-wide view of ongoing work. To support better internal communications, Travel Nevada will identify its key communications tools and processes and seek to clarify and streamline how information is shared. By doing so, key efforts and information of one team can be shared for the benefit of other teams within the organization, identifying opportunities for collaboration and reducing redundancies.



## 5.4 Establish workload prioritization and balancing protocol

Agency priorities will become more focused with the adoption of this Strategic Plan. Yet, there is still much to balance for staff, and Travel Nevada will develop a protocol to identify steps to achieve a more balanced workload. This will first look at identifying priority work of critical importance, then at work that is self-directed or of lower priority. Next, the protocol will look at any routine efforts to determine if they are still needed, and what types of efficiencies can be found within them. Ultimately, the goal is to empower staff to critically examine their workload and identify potential solutions to reduce load while maintaining focus on strategic priorities.





# NEXT STEPS



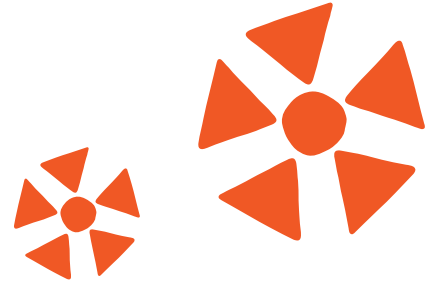
Travel Nevada will communicate the adoption of this Strategic Plan to its statewide partners using a variety of channels including its newsletter, LinkedIn, face-to-face conversations, and hyperlinks to this document. Travel Nevada will also share how a breadth of stakeholder input influenced this Plan and was considered in the formulation of the Objectives and Strategies. Travel Nevada will continue to communicate the Plan to its partners during the Plan's lifespan.

The first step in implementing this Strategic Plan is identifying an individual who can act as the Plan Manager. This person is not responsible for the work of each strategy; instead, they are responsible for keeping track of overall progress on the Plan, supporting those individuals who are leading individual strategies, providing periodic updates on overall progress to the Commission, and tracking and presenting indicator measurements once a year.

Next, Travel Nevada will want to identify the first set of Strategies to implement. These may be those that need to happen first, those that are prerequisites for other Strategies, or those that are early, easy wins. This should include between one-third and one-half of the Strategies described in this Plan. For each Strategy, Travel Nevada will want to have a single person act as its project manager who will then set up a project team. Within that team, the project manager will be in charge of crafting a work plan, building timelines, identifying and engaging with partners both in and outside of the organization, specifying financial needs for executing the Strategy, and finally, guiding the implementation of that plan of action.



# APPENDIX: INDICATOR DATA SOURCES



Objective 1: Strengthen Support for Territories and Rural Destinations	
Increased number of Active Partners	TBD: The method for tracking Active Partners is in process, and should be completed in the beginning of FY26
Improved stakeholder sentiment related to Travel Nevada's support over the FY26 baseline	Stakeholder sentiment survey
Year-over-year growth in return users to Travelnevada.biz	Google Analytics
Objective 2: Elevate Travel Nevada's Voice and Share Educational Information	
Year-over-year growth in partner downloads from travelnevada.biz	Google Analytics
Engagement with 65% of Nevada's communities by FY28	Travel Nevada internal data
Year-over-year growth of participation in BattleBorn Insiders program	TravPro
Objective 3: Steward and Develop Destinations Statewide	
Accomplish 15% of Stewardship Plan initiatives by FY28	Travel Nevada internal data
Growth in the number of communities participating in Travel Nevada's stewardship and development programs	Travel Nevada internal data
Growth in bookable product partnerships over the FY26 baseline	Get Your Guide and Expedia





#### Objective 4: Activate Nevada's Story

Improved length of stay by 10% over the planning horizon	Nevada Visitor Profile
Year-over-year increase in IME Study scores for brand attribute awareness	IME Study
Growth in engagement with Adventure Centers over the first-year baseline	Travel Nevada internal data

#### Objective 5: Optimize Travel Nevada's Systems & Processes

Increase in staff rating of how consistently Travel Nevada's Mission and Values are reflected in the office, over FY25 baseline	Annual staff survey
Increase in staff rating of how well communication tools and processes support collaboration and transparency, over FY25 baseline	Annual staff survey
Increase in staff rating of how well staff believe their work is aligned with Travel Nevada's strategic goals, over FY25 baseline	Annual staff survey





# Acknowledgements

## Planning Team

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