

Nevada Division of Tourism (TravelNevada) Strategic Plan FY18 - 19

Future Focused

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TravelNevada: Focused on the Future

The Nevada Division of Tourism (TravelNevada) is a part of the Nevada Department of Tourism and Cultural Affairs (NDTCA). In addition to TravelNevada, the Division of Tourism also includes the Nevada Arts Council (NAC), the Division of Museums and History (DMH), Nevada Magazine (Tourism's publishing arm), along with the Nevada Indian Commission. All of these agencies are integral to TravelNevada's mission of driving visitation to Nevada.

The arts and cultural heritage of Nevada, fostered and cultivated by the Nevada Arts Council, supports tourism and economic development by creatively exposing what is unique and authentic about the towns, cities and regions of our state. The artistic and cultural offerings in Nevada encourage visitation by creating and highlighting the distinct character of experience a visitor can find here. In turn, the identity of our state is developed and solidified through this engagement, and distinguishes Nevada among other western states. Studies quantify that cultural tourists are looking for these authentic experiences. People also specifically travel to visit, explore and engage in activities related to art festivals, concerts, wine and cuisine events, and to explore regional museums and cultural centers. A few examples of opportunities available for visitors to Nevada to highlight this point include: Artown in Reno, which is a month long arts festival in July that had attendance of 300,000 in 2017, Burning Man, the arts and counter culture festival in September in the Black Rock Desert that becomes the state's third largest city for a week and the six day National Cowboy Poetry Gathering in Elko that celebrates arts and culture through our western heritage. The local, national and international visitors that take part in these experiences spend more and often stay longer in the communities they visit.

The seven museums within the Division of Museums and History support Nevada tourism efforts by providing a solid foundation for understanding the pre-history of its first people's and the natural and cultural history of the Silver State. From historic Coin Press No. 1 located at the Nevada State Museum in Carson City to the newest museum, the Nevada State Museum, Las Vegas on the campus of the Las Vegas Springs Preserve, to exhibits in the Nevada State Capitol, visitors learn about Nevada's resourceful spirit. At the Nevada State Railroad Museum in Boulder City, new expansion plans are being finalized to develop a one-of-a-kind educational and recreational experience that includes hiking, biking, and a railroad excursion—an engaging and memorable interaction with living history.

The Nevada Division of Tourism universe is composed of various elements, but in 2018, its core focus is to engage through emerging technology. Orbiting the sphere is an ever changing collection of satellite components including social media and all its iterations, websites and digital platforms, mobile applications, customer relationship management (CRM) programs, online selling and booking tools, cloud computing... with more coming into view every day. Stakeholder outreach is done via email and text messages with digital outreach the chief channel. Each of the key initiatives outlined in this plan has an element of technology as its connective thread.

To be effective, cut through the increasingly muddled marketing clutter, and ensure the brand is top of mind for its technology-driven millennial target audience, TravelNevada must effectively track, test, and assess each of these program elements. To meet these needs, TravelNevada has redoubled its efforts to better integrate its traditional marketing and advertising efforts within the digital, social and emerging technology arenas.



Being *future focused* means during the FY18-19 biennium, TravelNevada will seek new ways to incorporate technology, engage our partners in developing technology-based marketing programs and work to ensure all business practices utilize appropriate technology whenever possible.

Future focused also means taking risks with new ideas for conveying the brand through storytellers that stretch the traditional beliefs about Nevada challenge the perceptions about the state, and engage consumers in conversations that put Nevada in the center of the arts, culture, heritage and adventure mindsets. Now that the brand has a foothold, the opportunities for more boldly driving conversations are growing.

Moving the brand into an essential partner relationship with consumers means travelers feel a trip to/within Nevada is transformational and allows them to experience something in life that they can only find here.

The Nevada Brand

Nevada truly is a world within and a state apart. No other state in the union has the singular combination of natural and intellectual resources, geographical variations and urban and rural destinations populated by legendary characters, builders, dreamers and titans.

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

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

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

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

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

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

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

The spirit of discovery takes travelers off the highways, onto rural back roads and trails, where travelers can discover the man-made beauty and engineering wonder of Hoover Dam or the mysterious history of one of our unique ghost towns. These, along with many other natural and cultural treasures, are Nevada's hidden gems. We are here to act as guides so travelers can make these exciting discoveries on their own.

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

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

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

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

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

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

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

- Stunning
- Authentic
- Entertaining
- Accessible

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

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

Throughout FY18-19, TravelNevada will continue to empower the brand's connectivity to target audiences through enhanced brand personalization delivered via messaging and creative that provide intimate insights into Nevadans who personify the spirit of the brand. Audiences better connect to "people like me" and see themselves engaged in the Nevada experience, ultimately making the purchase decision to travel to the state. A core brand objective is to have each audience segment identify with our "Don't Fence Me In" message as a credible inspiration to travel, creating a clear emotional differentiation between Nevada and other destinations through the power of first-person review.

Through a greater focus on a retail-driven sales and marketing program, future focused TravelNevada will provide more concrete opportunities for consumers and the trade to identify itineraries, packages and deals that take them through the decision making funnel at an accelerated rate. While a state travel office exists to help "Dreamers" find a wealth of information, it is also our goal to move them to the "Planner" stage more quickly than we have done in previous campaigns.

Mission and Vision

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

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

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

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

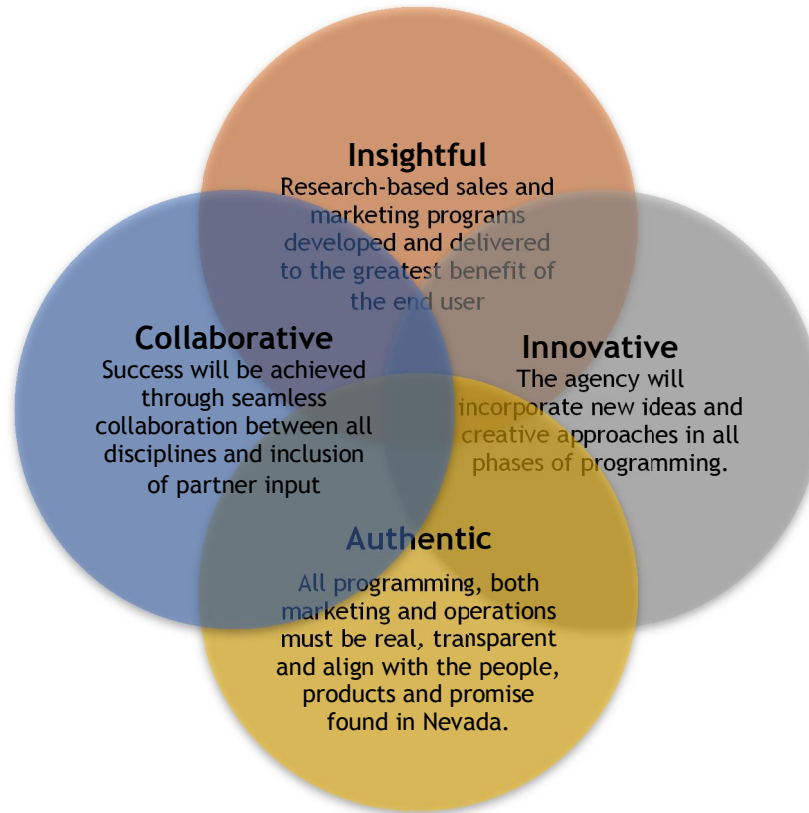
1. Marketing - developing and executing a results-driven strategic marketing program that compels consumer purchase decisions through effective use of key marketing and sales channels.
2. Education – two areas of focus:
 - a. Create professional development opportunities for members of the Nevada tourism industry that raise the level of expertise across all industry sectors.
 - b. Educate potential visitors through a robust research-led integrated marketing program and Nevada Magazine to convey the experiences available throughout the state.

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

- Tourism is the No. 1 industry in Nevada. In 2016, travelers to Nevada spent \$65.8 billion, up from \$64.4 billion in 2015.
- Tourism means jobs. 492,300 Nevadans are employed in the tourism industry, making up roughly 29 percent of the workforce. This accounts for \$23.3 billion in annual earnings.
- 56.3 million travelers visited Nevada last year (up from 55.0 million in 2015, a 2.4% year-over-year increase).
- The 3/8 of 1% of lodging tax (the revenue source that funds TravelNevada) collected in 2016 was \$23,458,574 million (up 8.1% over 2015's total of \$21,702,167 million).
- In 2016, direct travel spending increased by 2.2 percent in current dollars and 1.1 percent in real inflation-adjusted dollars. Lodging sales (\$6.3 billion) increased by 7.9 percent from 2015 to 2016. Room sales have increased by 8.9 percent per year since 2013.
- Total state and local tax receipts generated by travel spending increased by 3.9 percent from the 2015 to 2016. These 2016 tax revenues (\$3.3 billion) represent more than one-fourth of all state and local tax revenues in Nevada. Travel-generated tax revenue account for almost one-third of all Nevada General Fund tax revenue.
- International visitation offers a key growth area for Nevada tourism. International inbound visitation is expected to grow 15-20% by 2020.

Organizational Values

All programs are driven by four core values that guide the agency’s approach to partners and program development:



Insightful – TravelNevada operates as a research-driven organization. Decisions made regarding who, what, when and where to market and communicate are based on research. To ensure research is as empirical as possible, TravelNevada contracts with research companies that offer industry-leading methodology.

Innovative – Tourism marketing is evolving with incredible speed and doing so in an increasingly fragmented media landscape. Whether promoting Nevada to consumers, engaging stakeholders or creating business building opportunities for partners, TravelNevada will find new, strategically sound, “don’t fence me in” maverick, programs that challenge traditional methods and set the benchmark for the tourism industry.

Authentic – Every program done, message conveyed and perception of TravelNevada needs to be real. This will ensure visitors, partners and stakeholders can trust the agency for accurate, targeted and compelling information. This also aligns with the agency’s key initiative running a transparent business operation.

Collaborative – TravelNevada is successful only if its partners are successful. The stronger the organization can bond with its stakeholders; the studier will be the potential for creating brand and organizational champions.

Overarching Key Messages

Sharing a brand as diverse as Nevada and retaining an authentic voice and connectivity to consumers, requires a commitment to clarity. Clarity comes through embracing a few critical key messages and ensuring stakeholders use the messages as appropriate. Further messaging regarding specific programs and tactical elements is available within the individual plans.

Consumers:

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

Travel Trade:

- Nevada is accessible via two international airports offering non-stop or one-stop service from locations around the globe, and local airports offering regional service into some of Nevada’s most iconic locations. Nevada is also served by Amtrak and bus companies making getting in and through the state convenient for both domestic and international travelers.
- Nevada offers visitors a unique western American experience, combining the world-class entertainment with authentic Americana offerings, one-of-a-kind events and destinations that provide a glimpse into Nevada’s past and present western culture.
- Nevada’s tourism industry provides stellar customer service for both travel professionals and their groups.
- Nevada is committed to working with Brand USA and several of its key programs to assist with promoting the U.S. to international travelers.
- TravelNevada’s international sales team provides a high level of customer service and partner connectivity for domestic and international travel professionals.

Statewide Stakeholders:

- The Division of Tourism (TravelNevada) works hard to earn the trust of all its stakeholders. Through strategic program development, accurate results reporting and ongoing communications, the agency showcases the value of its programs and benefit to partners.
- Through an “open door” policy and integration with the state’s six tourism territories, TravelNevada welcomes input, recommendations and suggestions for ensuring its programming best meets the needs of its stakeholders.

Audience Demo- and Psycho-graphics

Demographics

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

Current Nevada traveler profile:

Demographics

| | 2016 | 2014 |
|--------------------------|-------------|-------------|
| Average Age | 41.24 | 48.57 |
| Household Income (mean) | \$76,030 | \$89,453 |
| Length of Stay in Nevada | 3.8 days | 3.8 days |
| Average Number in Party | 2.42 | 2.68 |
| Average Spend Per Day | \$205 | \$189 |

Top five feeder markets

| | 2016 | 2014 |
|---------------|-------------|---------------------------------|
| 1. California | 37.89% | 33.92% |
| 2. Arizona | 6.84% | 8.57% |
| 3. Nevada | 5.98% | 7.82% |
| 4. Texas | 4.63% | 4.55% (5 th in 2014) |
| 5. Utah | 3.21% | 4.69% (4 th in 2014) |

Top Five Activities Done While in Nevada

| | 2016 | 2014 |
|---------------------|-------------|----------------------------------|
| 1. Casino Resorts | 45.09% | 50.24% |
| 2. Dining | 36.25% | 40.86% (3 rd in 2014) |
| 3. Gaming | 31.84% | 37.3% (2 nd in 2014) |
| 4. Live Performance | 24% | 23.93% |
| 5. Shopping/Malls | 15.81% | 16.86% |

Being future focused means continuing to evolve marketing via the digital environment. The direct to consumer and in via very personalized channels provides greater access to local, regional, national and global audiences. Through a heightened experiential messaging, the geographic target market concept becomes less important to TravelNevada's integrated marketing efforts, with the psychographic connections the key driver of both paid and earned media. With TravelNevada's key markets being among the most expensive in the nation, funding will increasingly be put toward a more cost-effective digital buy.

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

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

International travel, although economic, policy and accessibility headwinds threaten the growth levels experienced in recent years, marketing Nevada to international inbound leisure individual and group visitors continues to be a key focus area. TravelNevada will work most closely in the markets it has sales/marketing firms:

- Canada
- United Kingdom
- France
- Germany
- Australia
- Latin America (Mexico, Central and South America)
- India
- China

Psychographics

Above and beyond where a traveler lives, his/her age or household income, TravelNevada markets to travelers who live the brand. These are travelers with a thirst for adventure, who like to discover what's over the horizon. They consider themselves "participants rather than spectators." This doesn't come with age, but with a mindset pointed toward adventure.

Overall Key Performance Indicators (KPIs)

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

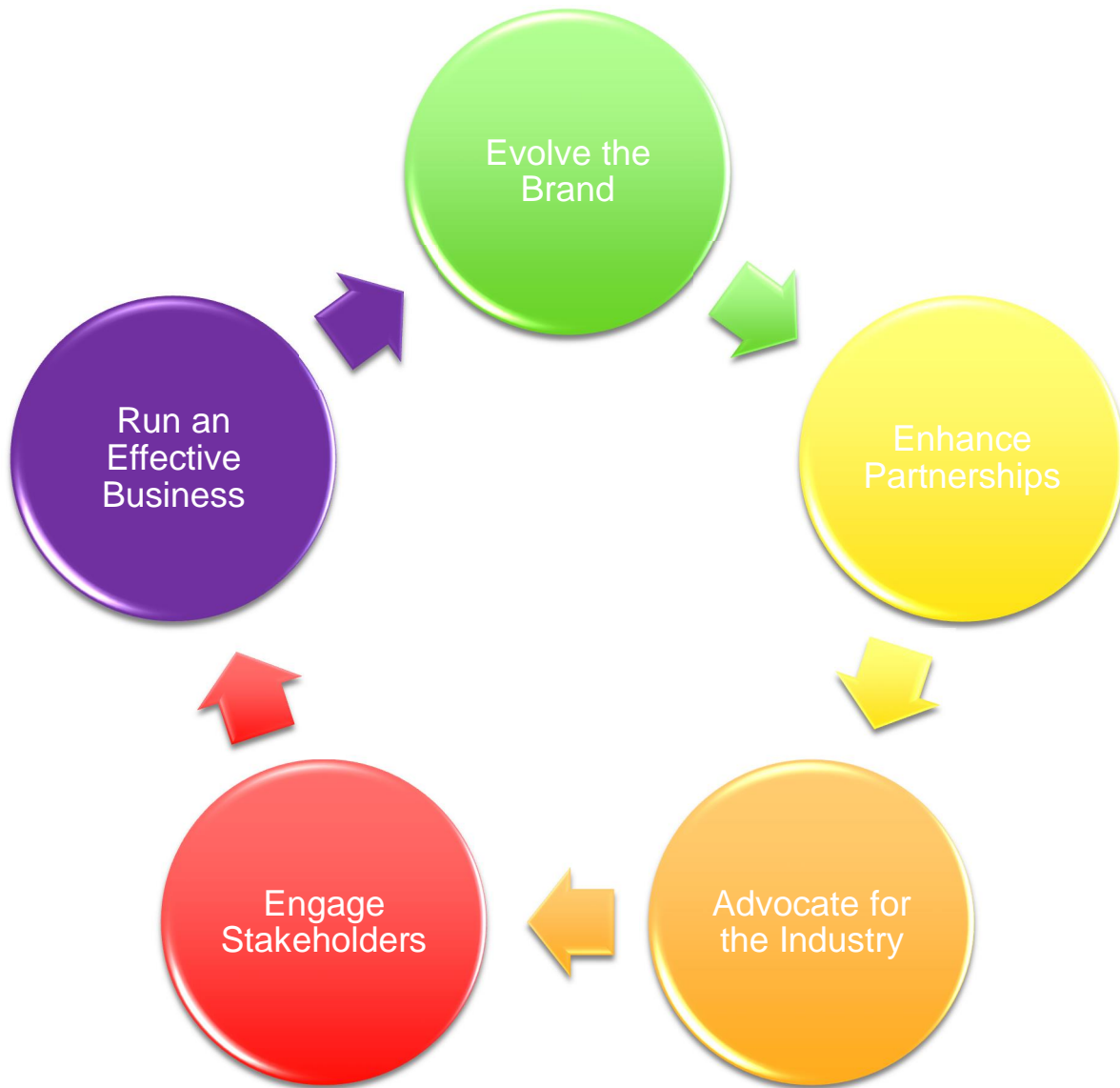
For FY18-19 we will enhance our sales and marketing programs through:

- Increasing overnight visitation to the State of Nevada through travel and tourism activities.
 - Create a greater level of customer outreach customization; ensuring potential customers receive the most compelling messages. This will be accomplished through:
 - Integration of CRM technology allowing for pinpoint customization of messaging, deals and offerings
 - Specific retargeting ads designed to match site/keyword search behavior
 - Use of the website Favoriting tool
- Developing a comprehensive program effectiveness research model that identifies the impact of Division of Tourism sales/marketing campaigns throughout the customer decision funnel. From brand awareness to booking to locations visited.
- Expanding partner marketing and business development opportunities. Performance will be based on the number of partners participating in TravelNevada programming measured by year-over-year growth, including:
 - Number of submissions for the Rural Marketing and Projects Relating to Tourism Grants
 - Number of attendees at annual conferences and post-conference survey results
 - Use of the TravelNevada.biz website
 - Number of partners uploading images and information on TravelNevada.com
 - Number of partners sharing TravelNevada information via social media
 - Percentage of sister agency inclusion in appropriate programming
 - Number of partners participating in the Cooperative Marketing program
- Evolving the sales effort into a results-driven domestic and international sales program, through:
 - Boosting tracking of lead generation and follow-up.
 - Developing a trade show presence that raises brand awareness and compels interest among show attendees.
 - Continuing to raise awareness of Nevada as a tourism destination within identified international markets.
 - Ensure all international offices have an integrated marketing approach with fundamental collateral, websites, social media owned sites and robust media relations outreach.
 - Offer educational and business development opportunities for partners to strengthen understanding of successful international marketing including the Governor's Global Tourism Summit

- Ensure the Division of Tourism is run with maximum efficiency and adheres to the policies and procedures outlined for all state agencies and the Department of Tourism and Cultural Affairs

Key Initiatives

During the FY18-19 biennium, TravelNevada will be guided by five concurrent initiatives:



1. Evolve the Brand

The statewide brand, Nevada: A World Within. A State Apart. along with the tourism campaign “Don’t Fence Me In” provides the foundation for all sales, marketing and communications programming. Continuing to evolve the brand, ensuring that the brand is communicated in a cohesive and compelling way, via methods and channels that reach target consumers, trade and stakeholder audiences, is essential for agency success. While the Nevada brand: A World Within. A State Apart. and the associated “Don’t Fence Me In” tourism brand work well in the U.S., each international market has its own interpretation of the brand.

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

Research-Driven Integrated Marketing

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

During FY18-19, TravelNevada will continue to target the Millennial traveler, while retaining awareness of and great interest in the destination by Baby Boomer and Gen X travelers. This direction is based on research conducted by Destination Analysts for TravelNevada in 2013 in which the Millennial traveler was described as a generation that “lives to travel” and they expect to have “travel lives without boundaries.” Millennials also represent the largest generation in sheer numbers, with about 80 million potential travelers within this segment. Based on the available product in Nevada and the demo- and psychographic profile of Millennials, this becomes a perfect target audience for Nevada. This research is backed by similar studies conducted by a variety of destination and consumer marketing organizations.

During the 18-19, biennium, the research program will expand to include ways that better track the effectiveness of TravelNevada’s marketing campaign in a way that identifies how people interact with the campaign and travel based on that interaction.

Arrivalist

Arrivalist is a platform that measures the impact marketing and advertising has on influencing arrivals. As a Location Attribution Analytics platform, Arrivalist empowers Destination Marketing Organizations with new metrics to evaluate the link between marketing exposures and market visitation, and allows clients to gain insight into how media exposures influence travel behaviors. Arrivalist’s newest technology, A3, provides a level of data granularity and accuracy not available until now. This technology permits location accuracy within 30 feet of the user’s physical location, allowing Arrivalist to measure device movement within the state. Further, this technology captures all movement into and within the destination regardless of exposure of media. This allows for measuring the influence owned and paid media have on arrivals, but also how this compares to non-media exposed visitors. The platform also allows for greater insight into the length of stay, overnight versus day trips and how specific campaigns, mediums, and sources contribute to these activities.

Key Deliverable:

- Full integration of the Arrivalist platform helping to track consumer behavior from interaction with the digital ads to travel to and within Nevada.

Paid Advertising/Creative Development (Domestic)

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

- Creative Development - TravelNevada launched its new brand and associated "Don't Fence Me In" campaign in April 2012. Following a move to a more personalized and authentic Nevada characters creative execution, TravelNevada will recraft its television ads to reflect this real people, character-driven approach. In all paid advertising, real Nevadans will be depicted in their natural environment telling stories of compelling visitor experiences. The creative direction and production will be led by the TravelNevada marketing team in full collaboration with the creative agency of record.
- "Always On" Marketing – Beginning in FY18, the paid marketing campaign will change from two major seasonal campaign flights to a year-round digital and social campaign supported by two television flights. This represents a sea change in terms of the expected level of awareness among consumers. This requires a change in the way results are reported. TravelNevada and TNS will work to evolve the advertising effectiveness study to reflect this new year-round environment with reports occurring every two months. The benefit will be improved media optimization in target markets, and the ability to adjust creative messaging based on more current results.
- Arts/Cultural/Heritage Program- Beginning in FY18, a program including a printed guide and supporting online promotion is being developed with Meredith Publishing. 100,000 printed guides will highlight the arts, cultural and historic offerings along designated itineraries throughout the state. The editorial content will be developed by TravelNevada in collaboration with the Nevada State Museums, the Arts Council and the Indian Commission.

Key Performance Indicators:

- Completion of the new creative treatments across broadcast, print and digital formats
- Campaign ROI increases year-over-year
- Cooperative Marketing program engages more statewide partners year-over-year and extends an additional \$300,000 media investment.

Digital Development

TravelNevada.com is the state's tourism marketing portal designed to create a rich resource for travelers in the "dreaming" and "planning" stage while encouraging purchase. Through a platform that allows consumers to become immersed in the brand, the website becomes an "essential partner" in planning a trip to Nevada. In FY 18-19, the site will continuously be enhanced to ensure intuitive functionality and user-centered design is at the highest level. Five main enhancements will be made:

- Ongoing site improvement of search and navigation.
- Consistent integration between brand/campaign and site.
- More functional content management for partners to add destination/property information, events and images.
- Higher level of consumer engagement with an ability to create accounts, “favorite” points of interest and integration of account information with TravelNevada app.
- Ongoing development toward a dynamic site, offering a truly customized experience based on user preferences and search history. This also allows for a more customized remarketing campaign.

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

- In-market traveler resources including information on nearby attractions.
- Maps and traveler tools that work regardless of cellular service (once the app is downloaded).
- Possible integration of audio tours of rural areas.

Deliverables:

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

Paid Social Advertising – Beginning in 2016, the paid social budget and management was taken in-house, and together the marketing and public relations teams build engaging graphics and messages that are pushed out to new social audiences. Thus far, the internal strategy and program has shown dramatic results and amplifies our existing editorial content.

Customer Relationship Management (CRM) – Through incorporating the immense amount of data housed within the RUF database and collected behavior on the web site, TravelNevada is able to create customer outreach pieces that offer customized messaging to potential visitors within email communication. This effort will be developed and managed through a partnership between TravelNevada and the appropriate external contractors.

Key Performance Indicators:

- Specification and implementation of new technology to enable dynamic content production, engagement campaigns and social promotions.
- Increase engagement in all social channels, as well as the total “subscriber community” including new email leads submitted.
- Stimulate engagement with at least four (4) new, innovative tactics.

- Employ innovative advertising models within social channels.

Public Relations Programs

TravelNevada focuses on crafting messages most salient to each of its audiences, and does so via traditional and social media influencers to convey these messages. The public relations group, along with its external partners, will work with traditional and social media to craft stories that educate, inspire and excite travelers. These messages, as appropriate, are supported by compelling creative and paid media placements.

During FY18-19, messaging and materials will continue to reach the agency’s key target audiences:

- Consumers – through direct-to-consumer social media outreach, TravelNevada can harness the power of peer-to-peer conversation, recommendations and opportunities for change. TravelNevada will conduct ongoing social media outreach on its owned accounts (Facebook, Twitter, Pinterest, Instagram and Snapchat) as well as drive and participate in conversations on travel and lifestyle digital channels. New and innovative methods to reach consumers directly will be explored and experimented, including creating content campaigns.
- Media – outreach to traditional media outlets in the U.S. and abroad is a key avenue for educating target audiences. TravelNevada, in partnership with its public relations agencies will conduct a robust media relations campaign designed to promote Nevada, elevate the organization’s reputation and mitigate negative press or crisis situations within media outlets, including:
 - Local, statewide, national, international
 - Travel
 - General lifestyle
 - Recreation/outdoor
 - Food and beverage
 - Arts/Culture/Heritage
 - Local, statewide, national business

Key Performance Indicators:

- Two media missions to major markets are developed and executed per year.
- Two in-market press trips for domestic media are developed and hosted per year, with trip ROI determined for each.
- Media coverage provides at least a 15:1 return on investment – based on the cost of each project, including press trips, release distribution, media missions, etc.
- Quarterly feature coverage in at least two “A priority” media outlets. These outlets will be identified not only circulation/viewership numbers, but on relevance to our target markets.

Social Media

The TravelNevada social marketing program will act as an invitation for consumers to get involved in telling the brand’s story. Just as earned media carries third-party credibility and influence, the same is true of social, word-of-mouth endorsements. With a deliberate focus on user-generated content and the

#DontFenceMeln hashtag, the campaign will aggregate and engage with visual/video content across all managed channels (Facebook, Twitter, Pinterest, Flickr, YouTube and Instagram).

Discover Your Nevada

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

Key Performance Indicators:

- Increase participation among Nevadans due to this promotion by 10% year-over-year. FY16 was a benchmark year with 110 social-media check-ins during the campaign. FY17 saw the number more than double with 254 check-ins.
- Generate a 15:1 program ROI via earned media coverage. TravelNevada's partnership with the Nevada Department of Education to conduct "field trips" for students helps to generate media coverage but coverage of the field trips themselves – and the expenses to conduct the field trips – will not be calculated in the program coverage. ROI will be reported on the Discover Your Nevada program as a whole, not on coverage of the field trips as we believe the field trips skew expenses and coverage data.
- Show an increase in Nevadans traveling within the state. Current percentage is 7.82%. FY18-19 will include an effort to better define "in-state travel," as the percentage of domestic travelers who are Nevadans will vary greatly depending on the overall number of domestic travelers to the state. New performance measures will be developed to better reflect the number of Nevadans traveling within the state unrelated the overall domestic visitation.

Drive International Visitation

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

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

Maximize In-Market Representation Opportunities

At present, TravelNevada has in-market representation in 8 international markets with sales and marketing efforts customized for each market and each target audience. As appropriate for each market, media relations and social media outreach will be conducted. In some cases the representation firms have separate PR teams, in some of the smaller markets, the PR and sales person is one in the same. Market briefs and marketing plans are available at TravelNevada.biz.

North America

- Canada – Current representation: Pulse Communications. Pulse has a presence throughout Canada but will focus on Western Canadian cities as sources of visitors to Nevada.

Latin America

- Current representation: Global Marketing and Sales. TravelNevada combined its Latin America efforts with one agency that has connections throughout Mexico and South America. Due to this shift in representation, we will work in partnership with the RSCVA as well as the LVCVA and Brand USA to enhance brand awareness in the market.

Europe

- United Kingdom – Current representation: Hills Balfour Synergy. The U.K. is a legacy market for Nevada with in-market representation for more than a decade. At present Nevada is the 4th most visited state and Las Vegas the third most visited city for travelers. Because these travelers know the U.S., the effort is largely about introducing new offerings and expanded itineraries.
- Germany – Current representation: AviaReps AG. Germany is a legacy market for Nevada with German travelers relishing Nevada's great outdoors, national parks and touring opportunities. TravelNevada has a strong presence at the ITB show held in Berlin each year with both sales and public relations at the show, promoting Nevada.
- France – Current representation: AviaReps S.A.R.L. France is a fairly new market for TravelNevada with representation beginning in 2012. France is a tremendous growth market for Nevada with travelers seeking outdoor adventure, shopping, dining and city escapes.

Asia Pacific

- Australia – Current representation: Canuckiwi. TravelNevada added Australia to its international markets in 2012. Australia is a holistically ideal market for Nevada. Its people are fun-loving, adventurous, take long vacations and speak English. This is a market with great potential for rural Nevada.
- India
New representation: Sartha Global. In 2016, TravelNevada opened an office in India. While the agency has been to India several times to learn the market, we now need to focus on real results. We now need to track inclusion in tour operator/travel agency itineraries, media coverage and contacts made with travel influencers.
- China
Current representation: East West Marketing. China is almost a legacy market for Nevada having been in the market for 13 years. East West conducts a unique program that adds government relations to the sales/market and PR representation.

In-state Familiarization and Press Trips

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

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

Per each country's contract, TravelNevada will conduct press tours and individual media visits as a standard promotional tactic. However, each market representative is also tasked with developing integrated strategies to reach buyers and media in complementary and cost-effective ways. These may include integrating a tour operator and a media outlet to promote the same trip; or a social media campaign with a sales component; or a television production with sales-oriented calls-to-action.

In-market Sales Missions

Each year, TravelNevada conducts and/or participates in a number of sales missions to each of the identified international markets. These sales missions provide a cost-effective way to connect with travel professionals, influencers and the media in target regions. The sales missions are generally conducted in partnership with the Las Vegas Convention and Visitors Bureau, Brand USA or Visit USA and frequently involve other members of the Nevada tourism industry. These missions offer an ideal opportunity to showcase several experiences available to individual travelers, groups and journalists writing about the destination.

During FY18-19, TravelNevada will continue to offer sales missions designed to connect partners with travel trade and media in other growth markets. Scheduled missions include the UK and China with return missions to India and Latin America.

Nevada Media Marketplace

The Nevada Media Marketplace, in conjunction with the annual Governor's Global Tourism Summit, is Nevada's answer to IPW – bringing international media to Nevada for one-on-one meetings with statewide suppliers. For this event, representatives from identified international media outlets are brought to the conference to provide attendees with insights into gaining media coverage and, conversely, gain information for potential story ideas.

Nevada Sales Marketplace

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

Brand USA Cooperative Marketing Opportunities

TravelNevada will invest \$250,000 in the Brand USA cooperative marketing programs. With an FY17 hold-over amount of about \$9,303 due to a cancelled program, the total FY18 program investment is approximately \$259,300. We will review options for FY19 as the Letter of Agreement with Brand USA is on an annual basis. In FY18, TravelNevada will participate in these exciting programs:

- Inspiration Guide: the Discover America travel guide distributed throughout key markets that provides information about a wealth of US destinations.
- STA “Outdoor Adventure/Millennials”: This multi-country program providing digital programs geared toward the outdoor traveler and primarily the millennial audience.
- USA Discovery Training/Certification Program: The USA Discovery Program is designed to train and then certify travel agents in key international markets on the tourism offerings available in Nevada and the offerings of statewide partners. The USA Discovery Program covers the entire country both geographically and by specialist experience. The associated website also links to external training websites for agents who require a deeper knowledge of certain states/areas. Nevada will take this training program one step further to certify the travel professionals who have completed the training and commit to operating under a set of to-be-determined standards that ensures an itinerary that includes Nevada is developed and executed with world-class excellence.
- Go USA Chinese Web: To create a bridge during the China office restructuring, TravelNevada will create a “Campaign Page,” that will offer a number of videos and photo images, activity listings, social media outreach and quarterly reporting.
- Experience Pages: A total of five experience pages will be added to the TravelNevada visittheusa.com website. The pages will focus on five different itineraries each complimenting five participating partner territories (Cowboy Country, Reno-Tahoe, Pony Express Trails, Nevada Silver Trails, & Las Vegas Territory).
- Australia Multichannel: A four week digital campaign offering a customized call to action step with Adventure World and Expedia. TravelNevada will receive media coverage with Travel USA, The Sunday Times and The Sunday Telegraph.
- China Multichannel: A three month digital advertising with WeChat & Weibo, print advertising on Travel USA. A partnership with C Trip for flagship store promotion
- India Multichannel: A six week content traffic generation campaign with a customized call to action step with Expedia. TravelNevada will have received media coverage with GQ, Lonely Planet and Conde Nast Traveler. The total number of guarantee impressions will be 6,000/1,875,000.
- Thomas Cook: A multi-channel marketing platform in conjunction with Thomas Cook first party data. The campaign will place Nevada promotions & itineraries in front of the consumer while planning their travels the West of the United States.
- Televisa: Televisa is the largest media company in Mexico and the Spanish-speaking world. A pay TV campaign with prime time exposure through Unicable, Televisa Deportes and Golden. Digital media promotions through Televisa.com including rich media, banner ads, landing page promotions and pre roll. Social posts through Facebook reaching an audience of more than 8.4 million.
- Rocketfuel: A media platform which feeds videos to multiple international websites. Rocketfuel will utilize our current story telling videos to advertise in South Korea and France.
- Canada Expedia Campaign: TravelNevada will be partnering with Canada’s Expedia branch to create an advertising campaign and special booking offers.
- Brand USA Sales Missions and FAMS: TravelNevada will partner with Brand USA on international Sales Missions and FAMS to enhance exposure for Nevada and generate leads.

Key Performance Indicators:

- Identify and conduct two TravelNevada-sponsored sales missions to an international market.
- Conduct one group and up to 20 (qualified) individual press trips per year.
- Track leads and distribute to the Territory chairs within one week of the end of the show or mission.
- In addition to the Nevada Marketplace and associated FAM trip, host an in-state familiarization trip at least once per quarter, ensuring all international markets have an opportunity to bring buyers to Nevada during the biennium.
- Coordinate and conduct the Nevada Marketplace event at the annual Governor's Global Tourism Summit.
- Work with in-market representative firms to develop an annual market brief. Post on TravelNevada.biz.
- Visit each international office/market at least once per year to meet with the rep firms, the travel trade and media.
- Represent Nevada at major international trade shows including at least: IPW, World Travel Market (WTM) and ITB.
- Provide quarterly reporting to Nevada stakeholders to showcase work accomplished by the international representation firms.
- Develop and distribute an annual report of activities, leads and results stemming from the international sales and marketing efforts.
- Ensure the Nevada brand is incorporated into all sales and marketing collateral distributed and used at meetings, trade shows and other promotional activities.
- Work with Brand USA to ensure all programs are measurable and results are conveyed to partners/stakeholders on an annual basis.

Domestic Sales Outreach

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

Key Performance Indicators:

- Develop and implement an agent/operator certification program.
- Develop and implement a FAM feedback survey form to be sent one week after a FAM and six months following that will be used to track measurable results.
- Create two additional opportunities for partners to gain a presence at travel trade shows
- Develop and host one (1) in-market FAM trip with domestic buyers.
- Develop and implement a database program that will be used to document leads and productivity.

2. Enhance Partnerships

TravelNevada has a wealth of partners all of which are essential to crafting the overarching brand of the state. To ensure success of the statewide travel industry, the agency must provide programming that assists partners in successfully exceeding their own goals. During FY18-19, the agency will develop and provide business development opportunities to its statewide partners and do so in a way that drives program participation and robust results as well as extends the Nevada brand, central to its role as a statewide marketing agency. The agency also will provide outreach and communications with key stakeholders to ensure these partners can become brand champions and help elevate the entire industry.

Urban Sponsorships

TravelNevada, as approved by the Nevada Commission on Tourism, provides approximately \$150,000 per year to urban events and projects designed to drive room nights in Las Vegas and Reno. These funds may be used for first time or established events. During FY18-19, we will develop a submission process designed to create a competitive environment for these funds and ensure funds are used for high return, trackable events.

Cooperative Marketing

In FY15, TravelNevada, in conjunction with Madden Media, began a cooperative marketing program that offered partners cost-effective opportunities for inclusion in Nevada-branded print and digital media buys. This program will continue to be offered throughout FY18-19 with additional opportunities available as the number of partner participants increases. This program is designed to provide offers for both urban and rural partners, helping to ensure brand integration and communicate Nevada's rich array of traveler experiences.

TravelNevada.biz

TravelNevada.biz was launched to provide a "one-stop" online home for services, programs and all things industry-facing offered by the Nevada Division of Tourism. The website connects TravelNevada's existing and prospective tourism partners with information, marketing tools, developmental resources, grants programs, funding opportunities, research, and other critical services built to aid businesses, event managers, communities, and other Nevada tourism professionals in marketing their destinations, bolstering visitation, and diversifying their local economies.

Industry Partner Portal

Industry partners can list their business(s) on TravelNevada.com via the Industry Partner Portal located on TravelNevada.biz. This provides information needed for a visitor to select that property in their trip planning. Through this Portal, any tourism partner can easily create an account and manage a page featuring their business, organization, or event. This resource is simple to use and puts real-time marketing control in the hands of industry partners.

Key Performance Indicators:

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

- TravelNevada.biz is developed into a vibrant and useable industry portal offering information and opportunities available through TravelNevada programming as well as events, news and business development opportunities from tourism industry resources.
- TravelNevada offers at least quarterly online educational offerings – with all posted to TravelNevada.biz.
- A bi-monthly industry-focused e-newsletter is developed and distributed on or before the 10th of every other month.

3. Advocate for the Industry

Nevada’s tourism industry has long been the economic driver of the state’s economy. Although the economy has diversified, tourism continues to be the state’s leading industry. The tourism industry has a great opportunity to ensure key stakeholders from elected officials to industry influencers understand the value of tourism and its role not only in driving the economy, but also enhancing the perception of the state and conveying the quality of life to residents and potential business relocations. This can happen only if the tourism industry is inspired and mobilized to help share the message and has the proper tools to do so.

Reputation Management Planning

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

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

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

Tourism Means... Campaign

The Tourism Means... campaign was created and will be used in advance of and during legislative sessions to convey the value of tourism primarily to legislators and political influencers. The campaign will communicate the messages most salient for the time and given the issues of greatest importance during the particular legislative session.

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

US Travel Association Engagement

As a Chairman's Circle Member of the US Travel Association, TravelNevada participates in the association's advocacy efforts as appropriate and important for the Nevada tourism industry. US Travel Association also offers insights and opportunities for engaging international buyers and media through its IPW show. TravelNevada will continue to be involved with the US Travel Association and advocate for the industry on matters of importance to Nevada.

Key Performance Indicators

- Develop FY19 legislative session Tourism Means... plan. Execute as outlined.
- Develop and distribute a Commissioner-focused report each quarter.
- Develop and distribute an annual report providing an overview of TravelNevada's success in achieving the goals, programming objectives outlined within this plan and the associated action plans.
- Engage Nevada's elected officials on educating and advocating through issues disseminated through the US Travel Association.

4. Engage Stakeholders

Ensuring TravelNevada has a labyrinth of partners all of which are critical to the agency's meeting its overarching objectives. This agency must provide programming that assists partners in successfully exceeding their own goals. During FY18-19, the agency will develop and provide business development opportunities to its statewide partners and do so in a way that drives program participation and robust results as well as extends the Nevada brand, central to its role as a statewide marketing agency. The agency also will provide outreach and communications with key stakeholders to ensure these partners can become brand champions and help elevate the entire industry.

Grants

TravelNevada offers two grants opportunities for its statewide partners:

- Rural Marketing Grants – For FY18 –19, \$1.65 million per year is allocated to rural partners within this matching grant program for a variety of local marketing related projects. These programs and activities help to elevate the Nevada brand through communicating the enormous variety of experiences available to travelers throughout the state. The grants are available to partners in communities outside of Reno and Las Vegas.

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

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

Industry Conference Programming

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

- Rural Roundup – Annual conference that provides educational insights, networking opportunities and partnership development sessions primarily for members of Nevada’s rural tourism community.
- Nevada Governor’s Global Tourism Summit – International tourism-focused annual conference that provide business development sessions, educational insights and networking opportunities primarily directed at Nevada’s urban tourism industry.

Sister Agency Integration

- Housed within the Department of Tourism and Cultural Affairs is the Division of Museums and History, the Nevada Arts Council and the Nevada Indian Commission. These agencies have their own strategic imperatives, however, must be integrated into the TravelNevada programming as appropriate to ensure a rich, cultural landscape so important to both domestic and international travelers. TravelNevada also will have stewardship over the design and ongoing development of the NevadaCulture.org website with each agency accountable for its own ongoing administrative responsibilities.
- TravelNevada also has opportunities to work with agencies within the Department of Conservation and Natural Resources, the Department of Agriculture, the Department of Wildlife, the Governor’s Office of Economic Development, the Department of Transportation and the Department of Business and Industry as each offers programming of importance to the tourism industry and to travelers. As programs evolve, TravelNevada is committed to integrating efforts with each agency to ensure consistent messaging and the maximum use of budgets and resources to achieve the goals of each program.

Air Service

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

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

Key Performance Indicators:

- Increase number of grants submissions and generate new submissions year-over-year.
- Increase number of conference attendees, conference sponsorships, and positive survey results.
- Enhance tourism related programs within sister agencies with marketing and staff support.
- Support the statewide air service development task force to address the business, policy and partnership issues pertaining to air service.

5. Run an Effective Business

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

Key Performance Indicators:

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

Nevada Magazine

As a marketing tool, Nevada Magazine helps tell the stories that compel readers to plan a vacation or a day trip around our beautiful state. The main goal of the magazine is to support the mission and goals of the Department of Tourism and Cultural Affairs by educating our readers about the travel and cultural experiences, historical milestones and fascinating people that make up our state. Celebrating its 80th birthday in 2016, Nevada Magazine has been the premier travel magazine for Nevada throughout its storied history.

During the past several years, conversation has occurred about the funding for, publishing of, and approach to producing Nevada Magazine. The legislative intent is clear through NRS 231.260 that the

Division of Tourism will... *Publish or cause to be published a magazine to be known as Nevada Magazine. Nevada Magazine must contain materials which educate the general public about this state and thereby foster awareness and appreciation of Nevada's heritage, culture, historical monuments, natural wonders and natural resources.*

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

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

The Division of Tourism is ultimately responsible for ensuring the magazine is published and the staff of Nevada Magazine makes every effort to retain its status as an Enterprise Fund. However, due to the decline in print advertising industry-wide over the past 10 years and the increased expenditures namely print and employee costs, it may be necessary to increase DTCA's financial commitment to the magazine.

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

Nevada Magazine also produces two Events & Shows publications to inform the public of entertainment options throughout the state. The Vegas Events & Shows covers Southern Nevada and is distributed at McCarran International Airport, southern DMOs and Welcome Centers and through rental cars companies located at McCarran. A northern Nevada version is produced and distributed at Reno Tahoe Airport as well as DMOs and welcome centers in the northern part of the state.

Key Performance Indicators:

- Increase advertising sales by 3% year-over-year.
- Publish the bi-monthly magazine, with distribution the last week of the month prior to the posted issue dates.
- Sell 10% more advertising in the state visitors guide year-over-year.
- Produce and distribute both the southern and northern versions of Events & Shows and continue to seek new advertisers in Southern Nevada.
- Increase revenue with outside production and printing jobs from other state agencies and tourism partners along with new guides exclusive to Nevada Magazine to garner additional advertising revenue.
- In the first quarter of 2018, nevadamagazine.com will be re-launched with a new paid, members-only area, and an online subscription paywall. Our first online subscription platform will allow us to reach those who prefer to receive the magazine in a digital format only; international subscribers who have found international shipping rates to be too high, and will also serve as an adjunct product for our print subscribers. The new website will feature more

social-media friendly content, such as videos, photo galleries, and carefully-curated daily content.

- Continue with our twice annual photo symposiums to keep our photo contributors connected and eager to submit their photos to the magazine.
- Increase subscription revenue, including personalized calendar sales by 5%.
- Create a new revenue stream with a map, poster or some other product unique to Nevada Magazine for sale.

Conclusion

TravelNevada cannot accomplish these goals without the partnership of a strong and engaged statewide tourism industry. Through this broad-based program of work, TravelNevada encourages participating, brand championing, challenging and leading. Our programming will succeed only through vibrant statewide, national and international partnerships.

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

Nevada Commission on Tourism FY18-19 Commissioners

Lt. Governor Mark Hutchison, Chair
Cindy Carano, Vice Chair, Reno
Bob Cashell, Reno
Phil DeLone, Reno
Brian Krolicki, Douglas County
Denice Miller, Las Vegas
Bob Morse, Las Vegas
Don Newman, Elko
Rossi Ralenkotter, Las Vegas
Herb Santos Jr., Reno
Mike Vaswani, Las Vegas

Ex-officio Commissioners

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

Nevada Division of Tourism Management Team

David Peterson, Interim Director
Brenda Nebesky, Chief Marketing Officer
Bethany Drysdale, Chief Communications Officer
Teri Laursen, Director of Sales and Industry Partners
Angie Mathiesen, Operations and Finance Manager
Ronald Webster, Systems Administrator
Janet Geary, Publisher, Nevada Magazine

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Digital Properties

TravelNevada.com
TravelNevada.biz
NevadaCulture.org

GovernorsSummit.org
RuralRoundup.com

Facebook: TravelNevada
Twitter: @TravelNevada

ADDENDUM A

Nevada Division of Tourism Legislative Authority

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

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

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

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

ADDENDUM B
Nevada Division of Tourism Funding

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

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