STRATEGIC PLAN
FY16–17

Extending the Don’t Fence Me In Momentum
THE BRAND MANTRA

We are unwavering
We go about things our own way.

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

We're mountains of snow and valleys of fire.

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

When other states restrict, we allow.

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

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

We are enterprising.
We’re future focused.

We’re unlike any other state in the union.

We are Nevada.
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The Nevada Brand

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

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

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

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

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

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

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

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

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

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

  The characteristics that define this pillar are: Hopeful, Pioneering, Thrilling
• Rewarding Adventures – Nevada is about doing, not simply seeing. We are for people who want a little adventure in their travels. Those who know that the journey is just as important as the destination, that the truly worthwhile experiences and memories always come with a bit of risk, and that the experience of a lifetime might be a few more miles down the road or just around the corner. Nevada is replete with these rewarding adventures, many of which are simply a short road trip from the urban hubs of Las Vegas or Reno.

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

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

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

Accompanying the brand pillars are personality traits that encompass the brand identity:
• Stunning
• Authentic
• Entertaining
• Accessible

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

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

Our approach is working.

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

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

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

**Our Mission and Vision**

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

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

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

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

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

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

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

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

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

- **Insightful**
  - Research-based sales and marketing programs developed and delivered to the greatest benefit of the end user

- **Innovative**
  - Incorporating new ideas and creative approaches

- **Collaborative**
  - Seamless collaboration between all disciplines and inclusion of partner input

**Overarching Key Messages**

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

**Consumers:**

- “Don’t Fence Me In” is more than the places available in Nevada; it’s an unquenchable spirit of adventure.

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

- Nevada appeals to adventurers, mavericks, explorers, and freedom-seekers, and offers these transformational experiences unlike any other state. It is, in fact, “A World Within. A State Apart.”

- Nevada offers international visitors a unique western US destination. The offerings combine world-class entertainment with off-the-beaten-path experiences, creating a one-of-a-kind vacation.

**Travel Trade:**

- Nevada is accessible via two international airports offering non-stop or one-stop service from locations around the globe.

- Nevada offers visitors a unique western American experience, combining the world-class entertainment with authentic Americana offerings and unique events and destinations.
• Nevada’s tourism industry provides stellar customer service for both travel professionals and their groups.

• Nevada is committed to working with Brand USA and several of its key programs to assist with promoting the U.S. to international travelers.

• TravelNevada’s international sales team provides a high level of customer service and partner connectivity for domestic and international travel professionals.

**Audience Demo- and Psycho-graphics**

**Demographics**

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

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

Top five feeder markets:
1. California (33.92%)
2. Arizona (8.57%)
3. Nevada (7.82%)
4. Utah (4.69%)
5. Texas (4.55%)
Top five activities done while in Nevada:
1. Casino Resorts (50.24%)
2. Gaming (37.3%)
3. Dining (40.86%)
4. Live Performance (23.93%)
5. Shopping/Malls (16.86%)

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

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

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

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

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

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

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

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

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

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

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

**Urban Achievers** – Concentrated in the nation’s port cities, this group is often the first stop for up-and-coming immigrants from Asia, South America and Europe. These young singles, couples and families are typically college educated and ethnically diverse; about a third are foreign-born and speak a language other than English.

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

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

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

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

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

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

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

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

During the FY16-17 biennium, TravelNevada will be guided by six concurrent initiatives:
AMPLIFY DOMESTIC SALES AND MARKETING

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

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

Research

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

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

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

In 2014, TravelNevada worked with research partner TNS to completely revolutionize the advertising campaign effectiveness model to broaden the activities measured to include public relations and social media in addition to the paid media. This new model showcases the importance of earned media and the exponential value that comes with having others tell/share the story. During FY16, we will continue to work with TNS to perfect the model and ensure the campaigns align with the components studied.
• Finalize the research model that measures an integrated marketing campaign combining paid, owned and earned media into one return-on-investment number.

• Ensure advertising effectiveness studies are completed for each campaign and communicated to stakeholders via TravelNevada.biz, traditional and social media, and through presentations at Commission and territory meetings and conferences.

• Complete the semi-annual economic impact study and convey results to stakeholders via TravelNevada.biz, traditional and social media and through presentations at Commission and territory meetings and conferences.

• Ensure research is incorporated into all marketing campaigns – citing research in creative briefs and media buys.

Public Relations – Driven Integrated Domestic Marketing Program

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

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

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

• Media – outreach to traditional media outlets in the U.S. and abroad is a key avenue for educating target audiences. TravelNevada, in partnership with its public relations agencies, Fahlgren Mortine and The Abbi Agency will conduct a robust media relations campaign designed to promote Nevada, elevate the organization’s reputation and mitigate negative press or crisis situations within media outlets, including:
  • Local, statewide, national, international travel, lifestyle, recreation/outdoor,
  • Local, statewide, national business
Key Performance Indicators:

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

Paid Advertising/Creative Development (Domestic)

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

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

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

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

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

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

Digital Development

- **TravelNevada.com** – TravelNevada.com is the state’s tourism marketing portal designed to create a rich experience for travelers in the “dreaming” and “planning” stage while encouraging purchase. Through a platform that allows consumers to share and share in the brand, the website becomes an “essential partner” in planning a trip to Nevada. In FY 16-17, the site will continuously be enhanced to ensure functionality, design and relevance are at the highest level. Five main enhancements will be made:
  
  i. General site redesign offering intuitive search and navigation.
  ii. Consistent integration between brand/campaign and site.
  iii. More functional back-end administration for partners to add destination/property information, events and images.
  iv. Higher level of consumer engagement with an ability to create and share itineraries with travel companions, post adventures and provide locals insights.
  v. Ongoing development toward a dynamic site, offering a truly customized experience based on user preferences and search history. This also allows for a more customized remarketing campaign.

- **Mobile App** – Development of a TravelNevada mobile app that provides a combination of travel and educational information is a chief priority for this biennium. The app will be developed and refined throughout the next two years with an aim of offering:
  
  - In-market traveler resources including information on nearby attractions
  - Maps and traveler tools that work regardless of cellular service (once the app is downloaded)
  - A springboard for loyalty/promotion-based communications and push notifications in the future
  - Possible integration of podcasts and audio tours of rural areas

**Deliverables:**

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

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

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

**Key Performance Indicators:**

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

**Discover Your Nevada**

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

**Key Performance Indicators:**

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

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

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

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

Key Performance Indicators:

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

Nevada Magazine

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

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

And, through NRS 231.290, Nevada Magazine was established as an Enterprise Fund. According to NRS 354.517 an Enterprise Fund is defined as a fund established to account for operations:
1. Which are financed and conducted in a manner similar to the operations of private business enterprises, where the intent of the governing body is to have the expenses (including depreciation) of providing goods or services on a continuing basis to the general public, financed or recovered primarily through charges to the users; or
2. For which the governing body has decided that a periodic determination of revenues earned, expenses incurred and net income is consistent with public policy and is appropriate for capital maintenance, management control, accountability or other purposes. (Added to NRS by 1971, 200; A 1981, 1761.)

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

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

In addition to the bi-monthly magazine, Nevada Magazine, in collaboration with TravelNevada will develop, sell advertising and publish the annual official Nevada visitors’ guide. This guide will be available both in a printed version as well as a digital version and will be distributed through direct-to-consumer, online, welcome center and international distribution channels. While the demand for a printed guide has waned in recent years, research has shown that Millennials like the printed piece. We will work to ensure the information is presented in a way that appeals to this new audience and has a robust digital component.

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

**Key Performance Indicators:**

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

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

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

Maximize In-Market Representation Opportunities

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

North America

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

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

South America

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

Europe

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

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

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

**Asia Pacific**

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

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

- **India** – New representation: Sartha Global. In 2016, TravelNevada will open an office in India and determine an effective approach to entering this vast market with a nominal budget. To gain a solid understanding of the most strategic approach, TravelNevada will develop a country activation plan with input from several information gathering channels:
  
  a. Engage an in-market representation firm in India to provide market insights, travel trends and strategic planning
  b. Conduct “town hall” meetings with Nevadans who have experience in working with the Indian tourism business environment and have an interest in boosting travel to Nevada from India
  c. Develop a strategic plan that outlines a thoughtful approach to sales and marketing efforts in India

...and from market experts:

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

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

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

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

In-state Familiarization and Press Trips

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

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

Nevada Marketplace

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

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

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

Key Performance Indicators:

- Conduct Mexico sales mission each year, increasing opportunities for partners to ensure year-over-year growth in the number of travel trade and media meetings.
- Identify and conduct one additional TravelNevada-sponsored sales mission to an international market.
• Conduct one group and up to 20 (qualified) individual press trips per year.
• Develop an India activation plan ensuring input from instate market experts.
• Track leads and distribute to the Territory chairs within one week of the end of the show or mission. Strive for 10% more leads year-over-year as a result of sales missions.
• In addition to the Nevada Marketplace and associated FAM trip, host an instate familiarization trip at least once per quarter, ensuring all international markets have an opportunity to bring buyers to Nevada during the biennium.
• Coordinate and conduct the Nevada Marketplace event at the annual Governor’s Global Tourism Summit.
• Work with in-market representative firms to develop an annual market brief. Post on TravelNevada.biz.
• Visit each international office/market at least once per year to meet with the rep firms, the travel trade and media.
• Represent Nevada at major international trade shows including at least: IPW, World Travel Market (WTM) and ITB.
• Provide quarterly reporting to Nevada stakeholders to showcase work accomplished by the international representation firms.
• Develop and distribute an annual report of activities, leads and results stemming from the international sales and marketing efforts.
• Ensure the Nevada brand is incorporated into all sales and marketing collateral distributed and used at meetings, trade shows and other promotional activities.
• Work with BrandUSA to ensure all programs are measureable and results are conveyed to partners/stakeholders on an annual basis.
**BOOST PARTNERSHIPS**

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

**Grants**

TravelNevada offers two grants opportunities for its statewide partners:

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

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

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

**Educational and Business Development Programming**

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

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

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

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

**Urban Sponsorships**

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

**Cooperative Marketing**

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

**TravelNevada.biz**

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

**Sister Agency Integration**

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

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

• The number of partners participating in TravelNevada programs increases at least 5% year-over-year.
• Partners participating in marketing programs integrate tracking mechanisms that show the ROI of these funds of at least 5:1.
• TravelNevada.biz is developed into an industry portal offering information and opportunities available through TravelNevada as well as events, news and business development opportunities from tourism industry resources.
• TravelNevada offers at least quarterly online educational offerings – with all posted to TravelNevada.biz.
• Develop and distribute a bi-monthly industry-focused e-newsletter.

CREATE AND CONVEY VALUE

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

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

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

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

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

Tourism Means… Campaign

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

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

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

**ENHANCE INFRASTRUCTURE**

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

**Air Service**

In collaboration with statewide air and ground transportation partners and regional transportation entities and committees, TravelNevada will assist with enhancing domestic and international air service to all regions of the state. TravelNevada will continue to meet with air carriers during sales outreach efforts in each of its international markets and provide carriers with the research and information needed for airlines to launch or expand service to Nevada.
TravelNevada will continue its membership in the Reno Air Service Corporation and continue to serve on its board. We also will work to conduct public relations and digital advertising efforts in current and potential markets that offer direct service to any of the state’s airports. Should a direct flight from an international destination come online, we will work with our representative firms in the impacted market to develop a public relations and/or digital marketing campaign to support the flight.

**Ground Transportation**

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

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

**Virtual Infrastructure**

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

**State/National Park Lodging**

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

**Key Performance Indicators:**

- Gain legislative approval for initiating rest area redevelopment.
- Create initial design, including branding elements and visitor experience outline.
- Create a statewide air service development task force to address the business, policy and partnership issues pertaining to enhancing air service.
- Develop framework for identifying a lodging company to build state and national park lodges.
- Conduct entryway sign contest, produce and post new signs.
- Complete and launch the mobile app.
RUN AN EFFECTIVE BUSINESS

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

Key Performance Indicators:

a. All external vendors are contracted in compliance with State Purchasing policies and procedures.

b. Invoice processing is done within the timelines outlined per contract in compliance with State Purchasing policies and procedures.

c. Payment to vendors must not exceed the contract authority. Any needed contract and/or contract amendment must be developed and approved prior to work commencing.

d. Nevada Division of Tourism will operate within its Legislatively Approved budget.

e. All-staff meetings will be held at least once per quarter to help ensure staff is informed and empowered.

f. All Nevada Division of Tourism team members fully understand and comply with Department/Division policies and procedures.

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

We’re here to serve and benefit Nevadans, both in the travel industry and those who enjoy the tremendous quality of life that’s due to the economic foundation built by travelers and the businesses supported by travel and tourism.
FY 16 Sales Shows and Missions

**International Travel Trade:**

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

**Domestic Travel Trade:**

- American Bus Association ...................................................... January 9-12, 2016
- National Tour Association ....................................................... January 31-February 4, 2016
- RTO Summit West .................................................................. February 17-18, 2016
- Go West ................................................................................... February 22-25, 2016

**Domestic Consumer Shows/Sales Calls/ Events:**

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

**In-State Consumer Travel Trade:**

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

* TravelNevada sponsored with partner attendance opportunity
Nevada Commission on Tourism FY16-17 Commissioners

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

Ex-officio Commissioners

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

Nevada Division of Tourism Management Team

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

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Las Vegas, NV 89101

Digital Properties

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

Nevada Division of Tourism Legislative Authority

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

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

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

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

**ADDENDUM B**

**Nevada Division of Tourism Funding**

The tourism promotion fund, through which TravelNevada is funded, is mandated, per NRS 231.250:

The Fund for the Promotion of Tourism is hereby created as a special revenue Fund. The money in the Fund is hereby appropriated for the support of the Department.

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