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Letter from the Lieutenant Governor

As chair of the Nevada Commission on Tourism, I am proud to report the many successes of the tourism industry for Fiscal Year 2017.

The staff of the Nevada Division of Tourism (TravelNevada) pursues excellence in all things related to tourism, whether it’s crafting messaging to highlight the many things to discover in Nevada—or creating a compelling print ad or commercial to tell the story of the Silver State through the characters who actually live and thrive here. Tour operators and travel agents tirelessly sell the Nevada experience to people all over the world, while the administrative staff ensures that the division runs like a well-oiled machine, adhering to public agency protocols. Meanwhile, Nevada Magazine brings the vibrancy and heritage of the Silver State to life, as words and photographs weave together the rich tapestry of culture in Nevada.

There is certainly an art to attracting visitors to the state, but the art is supported by the science of marketing and communications. That science was devised more than two years ago, when the Division of Tourism presented a robust and detailed Strategic Plan. This report is the second of the fiscal biennium, the second half of the two-year Strategic Plan.

In these pages, you will see the completion of marketing projects and the continuation and growth of campaigns and programs. This report shows how the Division of Tourism took the Nevada brand and wildly successful “Don’t Fence Me In” campaign, and guided by market research, adapted it to stay relevant and fresh across several media platforms and before many audiences.

The intricate planning and flawless execution paid off. As you will see in this report, direct travel spending in Nevada increased by 2.2 percent and lodging revenue increased by 7.9 percent (based on calendar year reporting). Local and tax revenue from visitors increased by 3.9 percent. What does this mean to Nevadans? This tax revenue accounts for nearly a third of the entire Nevada General Fund tax revenue. The tourism industry in Nevada directly accounts for 282,600 jobs, while secondary impacts total 492,300 jobs.

There is no questioning that tourism is the number one economic engine in Nevada. The following report details why and how this is all achieved.

Sincerely,

Mark A. Hutchison
Lieutenant Governor
State of Nevada
The Nevada Brand

At the core of every domestic and international sales, marketing and external communications program is a commitment to conveying the Nevada brand in a way that best meets the needs of each audience and retains consistent integrity. The brand, Nevada: A World Within. A State Apart., creates a foundation for the language, graphic imagery and overall look and feel of all communications materials. In its essence, the brand celebrates the dualities of Nevada and the maverick spirit of her residents.

Using this as a benchmark, TravelNevada adopted a marketing slogan that aptly describes the state’s travel experience. “Don’t Fence Me In” conveys the spirit of freedom—geographical, philosophical and industrial—that sets Nevada apart from all other states. 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 every day.

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.

NEVADA SPEAKS

TO WEEKEND WANDERERS
AND LONG-HAUL PONDERERS

GUARDIANS OF TRADITION
AND BUCKERS OF TRENDS,

WHO STAND OUT IN CROWDS, OR
TRADE THEM FOR THE WIDE-OPEN ROAD.

BOULEVARDS SHIMMERING
WITH MILES OF NEON,

AND DARK SKIES DANCING
ON A STARLIGHT STAGE

ALL-ENCOMPASSING,
ONE VAST PLAYGROUND.

THE ROAD MIGHT END...
BUT THE SPIRIT OF NEVADA NEVER DOES.

WHERE WILL YOUR STORY TAKE YOU?
Overarching Objectives

As part of the FY16-17 strategic plan, the agency is working to achieve overarching goals that both define the short-term success of the agency and provide aspirational objectives to lead the agency into the future. These goals are based on a two-year timeframe, with this report focused on reporting the second of the two years.

1 DRIVE REVENUE TO THE STATE OF NEVADA THROUGH TRAVEL AND TOURISM ACTIVITIES.

<table>
<thead>
<tr>
<th>KPI</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Track lodging, entertainment and gaming tax (primarily during campaign timeframes) to identify TravelNevada’s impact on the statewide economy.</td>
<td>Tracking of each of the tax revenue streams was completed for FY17. The tracking is provided to the public through the “Discover the Facts” report that provides quarterly and year-over-year tracking of statewide activity in these impact areas. TravelNevada works with Dean Runyan Associates to develop a biennial economic impact study that provides county-by-county reports to showcase the revenue received from tourism-related activities. This report was completed in FY17 for 2016 activity. Results from the report are provided within the Research section of this report.</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>KPI</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>TravelNevada.com was updated to ensure the site mirrors the campaign evolution and provides a more efficient track for consumers to move from awareness to booking. Working in collaboration with Fahlgren Mortine, the site continues to be enhanced to meet this goal. During FY17, enhancements included improving the search function, updating the favoriting tool “My Favorites” and enhancing of the back-end content management system to enable more flexibility and nimble updates. The partner portal also got an overhaul to make the site easier to use when partners are updating the content of their listings. In FY17: Facebook - Increased number of fans/followers by 4.3 percent over FY16. Gained 5,816 new fans for a total of 137,576 fans. - Earned 99,981 total engagements (72,205 reactions, 6,440 comments, and 21,336 shares) representing a 13.7 percent decrease over FY16.* <em>It’s important to note that although overall engagement was down, shares increased by 16.46 percent, which indicates that more of the content in FY17 was content users wanted to share with their own network. This indicates a deeper connection with content. Twitter - Followers increased by 20.8 percent over FY16. Gained 6,152 new followers earning a total of 35,658 followers. - Earned 49,238 total engagements, representing a 126.4 percent engagement increase over FY16. Instagram - Followers increased by 53.36 percent over FY16. Gained 11,913 new followers earning a total of 34,240 followers. - Earned 333,416 total engagements (328,929 likes and 4,487 comments), representing a 10.8 percent engagement decrease over FY16.</em> *Engagement is down because TravelNevada changed its content posting strategy. In FY16, three photos were typically posted to Instagram daily. In FY17, TravelNevada only posted one photo per day, creating less content for users to engage with. TravelNevada posted 849 times in FY16, and only 356 times in FY17.</td>
</tr>
<tr>
<td>Provide increased opportunities for consumers to link to statewide industry partners.</td>
<td>TravelNevada’s website is always evolving so that the visitor can quickly find what he or she is searching for. The primary navigation that centers around cities, towns and regions of Nevada in a “Places to Go” menu gives the visitor opportunities to link directly to industry partners. Alternately, if the potential traveler wants to explore entire regions, they can select from a map view and get an overview or details related to specific points of interest. TravelNevada.biz is fully functional as an industry portal.</td>
</tr>
</tbody>
</table>
**KPI**

Create robust mobile platforms, including an app that provides both travel and educational information.

**Achievement**

The mobile app was launched in 2016 and in 2017 was refined to match the website. Educational content is scheduled to be added. With the addition of recommended itineraries and the updates to the “Around Me” section of the app, the traveler can receive both travel information and educational content.

Identify opportunities for engaging Nevada tourism industry partners with consumers and the travel trade.

**Achievement**

The 2017 Governor’s Global Tourism Summit offered Nevada industry partners business development opportunities through one-on-one interaction with approximately 70 buyers and media.

TravelNevada provided opportunities for the industry to attend its European Sales Mission in May 2016. The mission offered the chance to meet one-on-one with tour operators, travel agents, airline representatives and influencers. Leads from the mission also were sent to the territories.

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**3 INCREASE DOMESTIC INTEGRATED MARKETING CAMPAIGN RETURN-ON-INVESTMENT.**

**KPI**

ROI determined based on paid, earned and social (owned and earned) media efforts.

**Achievement**

The ROI for FY17 is 127.68:1, which is a 71.29% increase from FY16 (74.54:1). The increase results from a rising impact of advertising/marketing efforts, including the addition of new target markets with a high potential to increase visitation, combined with a decrease in total expenditures.

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**4 EXPAND PARTNER MARKETING AND BUSINESS DEVELOPMENT OPPORTUNITIES. PERFORMANCE WILL BE BASED ON THE NUMBER OF PARTNERS PARTICIPATING IN TRAVELNEVADA PROGRAMMING MEASURED BY YEAR-OVER-YEAR GROWTH.**

**FY17 Rural Marketing Grant Evaluation Summary**

<table>
<thead>
<tr>
<th>KPI</th>
<th>FY17 Rural Marketing Grant Evaluation Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Number of Grant Applications Received</td>
<td>307</td>
</tr>
<tr>
<td>2 Total Amount Requested</td>
<td>$2,490,804</td>
</tr>
<tr>
<td>3 Number of Grants Awarded</td>
<td>251</td>
</tr>
<tr>
<td>4 Total Amount of Grant Money Awarded</td>
<td>$1,400,000</td>
</tr>
<tr>
<td>5 Total Amount of Grant Money Reimbursed</td>
<td>$1,400,000</td>
</tr>
<tr>
<td>6 Number of Organizations awarded at least 1 grant</td>
<td>75</td>
</tr>
<tr>
<td>7 Total Actual Amount Spent on Grant Projects</td>
<td>$5,843,896</td>
</tr>
<tr>
<td>8 Estimate of financial impact on local economy (used $144)</td>
<td>$201,386,448</td>
</tr>
<tr>
<td>9 Number of Visitors who traveled over 100 miles as a result of the grant projects</td>
<td>3,161,711</td>
</tr>
<tr>
<td>10 Number of Visitors who stayed overnight as a result of the grant projects</td>
<td>1,398,571</td>
</tr>
<tr>
<td>11 Total amount of nights spent as a result of the projects</td>
<td>1,500,210</td>
</tr>
<tr>
<td>12 How many individuals volunteered on these projects</td>
<td>4,543</td>
</tr>
<tr>
<td>13 Estimate of the grand total of hours given by the volunteers</td>
<td>80,181</td>
</tr>
<tr>
<td>14 Estimate of the average number of volunteers per project</td>
<td>18.09</td>
</tr>
<tr>
<td>15 Estimate of the average number of hours given per volunteer</td>
<td>17.64</td>
</tr>
<tr>
<td>16 Project was More Successful than Anticipated</td>
<td>223</td>
</tr>
<tr>
<td>17 Project was Less Successful than Anticipated</td>
<td>28</td>
</tr>
</tbody>
</table>
## KPI Achievement

### Rural marketing grants
The grant program was able to increase its funding to partners, up from $1.4 million in FY16 to $1.65 million in FY17. This allowed greater support of partner projects.

### Cooperative marketing program
Participation in all cooperative marketing programs generated over $109,000 additional advertising investments from partners (up over 21 percent from the prior year), which is leveraged with allocated TravelNevada media funds.

### Annual conferences
Governor’s Global Tourism Summit attendance increased 9 percent, and sponsorship of the summit increased 33 percent over FY16.

### Use of the TravelNevada.biz website
A new TravelNevada.biz launched in January of 2017. This site serves as a resource for tourism industry partners, offering grant information, travel research and trends, news and media opportunities, as well as photo and video assets.

### Number of partners uploading images and information on the TravelNevada.com website
TravelNevada updated its content management system to feature an easy to use partner portal. Tourism-related businesses and agencies can create an account and manage their own page content.

### Number of partners sharing TravelNevada information via social media
A platform to measure partner involvement in social media was not budgeted this fiscal year and cannot be measured.

### Percentage of sister agency inclusion in appropriate programming
TravelNevada migrated all seven museum websites to a new database and platform. Content editorial within the overall media plan included months devoted to cultural and heritage tourism. TravelNevada also created ads for placement in related publications.

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5. **CONTINUE TO RAISE AWARENESS OF NEVADA AS A TOURISM DESTINATION WITHIN IDENTIFIED INTERNATIONAL MARKETS.**

### KPI

Create consistent sales and marketing outreach to identified markets.

### Achievement
Each international office was given the brand materials and guidelines to develop marketing materials specific to that country. Additionally, each market has the ability to access TravelNevada logos and assets. Sales video footage was made available for market outreach. Soon to come will be the ability for international markets to customize specific sections of the visitors guide while maintaining the integrity of the messaging.

Additionally, a series of road trip itinerary sheets were created that identify routes for domestic or international travelers featuring Nevada in a tour of western states, or as the star of a road trip based out of Las Vegas or Reno. The itineraries are planned according to both the number of overnight stays and activities such as parks and nature, railroads and ghost towns.
## KPI
Offer educational and business development opportunities for partners to strengthen understanding of successful international marketing including the Governor’s Global Tourism Summit.

## Achievement

### International Travel Trade:
- Go West Summit—Salt Lake City
- RTO Summit—Los Angeles
- IPW—Denver
- LVCVA Asian Receptive Event—Las Vegas
- Western Canada Sales Mission
- Brand USA India Sales Mission
- LVCVA Australia Sales Mission
- Visit USA Expo Australia
- WTM—London
- USA Travel Show—Copenhagen
- ITB Berlin
- UK Sales Mission
- Governor’s South America Sales Mission
- Cita de las Americas
- LVCVA South America Sales Mission
- LVCVA Mexico Sales Mission

### Domestic Travel Trade:
- LVCVA Sales Mission Houston—Dallas
- RSCVA Sales Mission Portland—Seattle
- ASTA—San Diego
- San Diego Sales Event / Nevada Roadshow
- Travel Industry Exchange—New Orleans
- Mark Travel Summit—Cancun
- Travel Exchange—San Antonio
- CCRA—Las Vegas
- Boise Sales Event
- GTM West—Las Vegas
- Connect Travel—Orlando

### Domestic Consumer Shows/Sales Calls/Events:
- Adventures Worth Exploring—Anaheim

The 2017 Governor’s Global Tourism Summit was planned to provide opportunities for Nevada suppliers to meet with 50 buyers from 10 markets.
**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**

<table>
<thead>
<tr>
<th>KPI</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct a stakeholder outreach program to ensure messages salient</td>
<td>The outreach program crafted in FY16 was enacted throughout FY16 and FY17.</td>
</tr>
<tr>
<td>to each audience are conveyed on a timely and consistent basis.</td>
<td></td>
</tr>
<tr>
<td>Engage the industry in the conversation around the value of tourism</td>
<td>A series of “Tourism Means More” videos were created featuring tourism professionals discussing the value of tourism and the Division of Tourism in Pahrump, Fallon, Sparks, Elko and Las Vegas.</td>
</tr>
<tr>
<td>and its impact on local economies.</td>
<td>A second series of videos was produced in partnership with “This is Reno,” a Reno-area online news outlet. The videos focused on specific events or attractions that benefit from Division of Tourism support, including Cave Lake Bathtub Races, 7 Magic Mountains and state parks.</td>
</tr>
<tr>
<td>Involve Nevada’s tourism territories in conveying information</td>
<td>A toolkit was created and shared on TravelNevada.biz that allowed territories to search for economic impact information by territory, as well as infographics, op-eds, news releases and fact sheets on the value of tourism.</td>
</tr>
<tr>
<td>pertaining to each territory’s reliance on the travel and tourism</td>
<td></td>
</tr>
<tr>
<td>industry.</td>
<td></td>
</tr>
</tbody>
</table>
FY17 Visitor Stats & Economic Impact

TravelNevada measures the impact of its sales and marketing campaigns in a number of ways. The most important gauge is the impact the programs have on driving revenue to the state and to the local communities. This measure is conducted by Dean Runyan Associates, the creators of Regional Travel Impact Model, a highly successful model for determining travel economic impact. The latest research was conducted in January 2017 and measured the economic impact for Nevada for 2016 on a preliminary basis.

The expansion of the Nevada travel industry in 2016 was similar to its growth in preceding years. Spending, employment, and travel-generated tax revenue all exhibited growth rates comparable to the longer term post-recession averages. Throughout this period, the travel industry has been the single most important industry in the state in terms of employment, tax revenue and gross domestic product.

**Spending:** 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.

**Employment:** Direct travel-generated employment increased by 10 percent in 2016. Employment has increased by at least this amount for six consecutive years. The 282,600 jobs directly generated by travel spending in 2016 represents 17 percent of all employment in the state.

**Tax Receipts:** Total state and local tax receipts generated by travel spending increased by 3.9 percent from 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 accounts for almost one-third of all Nevada General Fund tax revenue.

**Secondary Impacts:** The re-spending of travel-related revenues by businesses and employees creates secondary impacts. In 2016, the total (direct plus secondary) impacts were 492,300 jobs with earnings of $23.3 billion.
Six Key Initiatives
Operational Excellence

One of the agency’s six key initiatives is to run an effective business. Managing and allocating the budget provided by the Nevada Legislature is critical to the agency and its statewide partners.

The Division of Tourism is funded through the Fund for the Promotion of Tourism, through which 3/8 of 1 percent of the statewide lodging tax is provided to the division. The fund was created as a special revenue fund and was appropriated for the support of the department and the state.

IN FY17, THE AGENCY BUDGET BREAKDOWN WAS AS FOLLOWS:

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>FY2017 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Personnel Services</td>
<td>$2,209,275</td>
</tr>
<tr>
<td>02</td>
<td>Out-of-State Travel</td>
<td>$48,007</td>
</tr>
<tr>
<td>03</td>
<td>In-State Travel</td>
<td>$43,477</td>
</tr>
<tr>
<td>04</td>
<td>Operating (Building Leases, Storage Unit, Supplies, Copiers, Phones, etc.)</td>
<td>$312,488</td>
</tr>
<tr>
<td>14</td>
<td>Outside Postage</td>
<td>$153,110</td>
</tr>
<tr>
<td>21</td>
<td>Transfer to Motion Pictures</td>
<td>$600,080</td>
</tr>
<tr>
<td>26</td>
<td>Information Services</td>
<td>$123,092</td>
</tr>
<tr>
<td>30</td>
<td>Training</td>
<td>$6,864</td>
</tr>
<tr>
<td>31</td>
<td>Marketing/Advertising (see additional allocation table on next page)</td>
<td>$11,303,690</td>
</tr>
<tr>
<td>35</td>
<td>Transfer to State Parks</td>
<td>$509,131</td>
</tr>
<tr>
<td>40</td>
<td>Rural Grant Program (Marketing)</td>
<td>$1,400,000</td>
</tr>
<tr>
<td>42</td>
<td>Governor’s Washington Office</td>
<td>$106,511</td>
</tr>
<tr>
<td>43</td>
<td>International Offices (Quarterly Administrative Fees)</td>
<td>$753,000</td>
</tr>
<tr>
<td>50</td>
<td>Tourism Development Grants (Projects Related to Tourism)</td>
<td>$100,000</td>
</tr>
<tr>
<td>60</td>
<td>Lost City Museum</td>
<td>$168,265</td>
</tr>
<tr>
<td>61</td>
<td>Nevada Historical Society</td>
<td>$307,077</td>
</tr>
<tr>
<td>62</td>
<td>Nevada State Museum—Carson City</td>
<td>$768,857</td>
</tr>
<tr>
<td>63</td>
<td>Nevada State Museum—Las Vegas</td>
<td>$668,696</td>
</tr>
<tr>
<td>64</td>
<td>State Railroad Museums (Ely, Carson City, Boulder City)</td>
<td>$894,635</td>
</tr>
<tr>
<td>65</td>
<td>Arts Council</td>
<td>$1,198,613</td>
</tr>
<tr>
<td>66</td>
<td>Indian Commission</td>
<td>$390,122</td>
</tr>
<tr>
<td>67</td>
<td>Division of Museums (Admin.)</td>
<td>$213,082</td>
</tr>
<tr>
<td>68</td>
<td>Stewart Historic District</td>
<td>$75,000</td>
</tr>
<tr>
<td>82</td>
<td>DHRM Cost Allocation (Department of Human Resource Mgmt.)</td>
<td>$12,993</td>
</tr>
<tr>
<td>87</td>
<td>Purchasing Assessment</td>
<td>$18,102</td>
</tr>
<tr>
<td>88</td>
<td>State Cost Allocation</td>
<td>$160,285</td>
</tr>
<tr>
<td>89</td>
<td>AG Cost Allocation Plan (Attorney General)</td>
<td>$13,020</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong>                                                      <strong>$22,557,473</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Operating Budget                                                   <strong>$16,657,403</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Transfers</strong>                                                        <strong>$5,900,070</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The marketing programming primarily falls within Category 31 and includes expenditures for sales, advertising, public relations and all external communications programs. The allocation of these funds was determined based on results of proprietary and industry research and represents a strategic approach to ensuring target audiences have information via the most salient channels and through the most cost effective methods.

<table>
<thead>
<tr>
<th>31</th>
<th>Marketing/Advertising</th>
<th>$11,303,690</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Administrative (Memberships/Dues, Conferences) Expenditures</td>
<td>$84,486</td>
</tr>
<tr>
<td></td>
<td>Advertising Production Expenditures</td>
<td>$1,690,639</td>
</tr>
<tr>
<td></td>
<td>Advertising (Domestic Broadcast TV/Video) Expenditures</td>
<td>$2,492,909</td>
</tr>
<tr>
<td></td>
<td>Advertising (Domestic Digital) Expenditures</td>
<td>$2,232,830</td>
</tr>
<tr>
<td></td>
<td>Advertising (Domestic Search) Expenditures</td>
<td>$552,488</td>
</tr>
<tr>
<td></td>
<td>Advertising (Domestic Print) Expenditures</td>
<td>$63,493</td>
</tr>
<tr>
<td></td>
<td>Brand USA</td>
<td>$150,000</td>
</tr>
<tr>
<td></td>
<td>Sponsorships</td>
<td>$355,000</td>
</tr>
<tr>
<td></td>
<td>Fulfillment (Collateral Prod./Distr., CRM, Call Center, Fulfillment) Expenditures</td>
<td>$784,440</td>
</tr>
<tr>
<td></td>
<td>Industry Relations (Domestic PR, Public Affairs, GTS, Rural Roundup, Travel Writer Visits) Expenditures</td>
<td>$753,787</td>
</tr>
<tr>
<td></td>
<td>Industry Relations (International PR, Media Conferences, Travel Writer Visits) Expenditures</td>
<td>$181,303</td>
</tr>
<tr>
<td></td>
<td>Sales Promotion (Domestic FAMS, Events, Shows, Sales Missions) Expenditures</td>
<td>$97,397</td>
</tr>
<tr>
<td></td>
<td>Sales Promotion (International FAMS, Events, Shows, Sales Missions) Expenditures</td>
<td>$874,648</td>
</tr>
<tr>
<td></td>
<td>Research Expenditures</td>
<td>$374,616</td>
</tr>
<tr>
<td></td>
<td>Website (Maintenance, Development, Content, Hosting) Expenditures</td>
<td>$615,655</td>
</tr>
</tbody>
</table>

The agency was tasked with achieving several metrics within this initiative. All goals were achieved based on the applicable programming for FY17:

<table>
<thead>
<tr>
<th>KPI</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>All external vendors are contracted in compliance with State Purchasing policies and procedures.</td>
<td>All new and amended contracts with external vendors were developed in compliance with State Purchasing policies and procedures.</td>
</tr>
<tr>
<td>Invoice processing is done within the timelines outlined per contract in compliance with State Purchasing policies and procedures.</td>
<td>All invoices were completed as needed.</td>
</tr>
<tr>
<td>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.</td>
<td>All payments were within budget.</td>
</tr>
<tr>
<td>Nevada Division of Tourism will operate within its Legislatively Approved budget.</td>
<td>All programs are tracking within budget.</td>
</tr>
<tr>
<td>All-staff meetings will be held at least once per quarter to help ensure staff is informed and empowered.</td>
<td>Two quarterly all-staff meetings were held between Division of Tourism and the DTCA.</td>
</tr>
<tr>
<td>All Nevada Division of Tourism team members fully understand and comply with Department/Division policies and procedures.</td>
<td>The finance staff provided training on policies/procedures to the marketing and PR teams during FY17.</td>
</tr>
</tbody>
</table>
Domestic Sales & Marketing

The lion’s share of the sales and marketing program is targeted at attracting visitors from the western contiguous states. Markets such as Los Angeles, San Francisco, Phoenix and Sacramento represent a tremendous group of loyal visitors and provide significant population centers ideal for introducing Nevada to new visitors.

All marketing programs are developed with a research-based foundation. Through campaign effectiveness studies and various subject-specific research surveys, TravelNevada bases all strategic marketing decisions on information gleaned through proprietary, general tourism industry and consumer brand research.

During FY17, TravelNevada worked in collaboration with its integrated marketing agency of record, Fahlgren Mortine, to plan and execute two fully integrated marketing campaigns (Spring/Summer: April-August; Fall/Winter: November-January) as well as an enhanced “always on” program, providing year-round paid digital outreach. This is in conjunction with TravelNevada’s ongoing public relations and sales efforts that keep the Nevada message in front of consumers and travel professionals throughout the year.

Research

The research program provides the basis for all strategic marketing decisions and monitors the tourism environment for the entire state of Nevada. The research program effectively runs several studies throughout the year and shares the results with stakeholders to ensure that TravelNevada is knowledgeable on travel behavior and travel decision-making mediums.

On a quarterly basis, TravelNevada releases Discover the Facts, a publication that highlights the different indicators of tourism within the state. Research also monitors and provides general tourism industry and consumer brand research, then provides the information to help TravelNevada remain at the forefront of destination marketing strategy.

In FY17, TravelNevada completed several studies that assisted in developing and maintaining growth in brand development. The Domestic Visitor Study measures topics such as traveler demographics, trip spending, trip purpose, planning and booking tools used and more to gain critical insight on the traveler to Nevada. The Nevada Integrated Marketing Communication Effectiveness Study measures the effectiveness of ads in raising awareness, intent to visit and image rating, as well as establishes the return on investment. The Nevada Travel Impact measures the economic impact of travel and tourism in the state.
IME Study Results

TravelNevada was one of the first tourism agencies to implement an integrated marketing effectiveness study. The Nevada Integrated Marketing Communication Effectiveness Study measures paid advertising, owned media and earned public relations media, and how the three work together to accomplish marketing goals. The study uses three key measures to judge the effectiveness of marketing efforts:

- Advertising awareness
- Intent to visit
- Image rating

After determining the success of the campaign, TravelNevada establishes estimates for return on investment (ROI). The ROI provides a basis of conservative estimates of taxes generated from the spend of the campaign and currently is being calculated.

In FY17, the Spring/Summer campaign in combination with the year-round advertising generated 75 percent awareness in geographic markets, on par with the numbers from the Spring/Summer FY16 campaign and ahead of the long run average. Intent to visit also remained steady, with 72 percent likely to visit Nevada overnight in the future. Nevada’s campaign improves knowledge of Nevada’s features. Those who are aware of the ads give better ratings than those unaware on nearly every feature that was tested, with the largest gains coming to the following features:

- Nevada is a place where I can relax.
- Nevada is a place where I receive good service.
- Nevada offers a variety of dining options.

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<tr>
<th>KPI</th>
<th>Achievement</th>
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<tr>
<td>Ensure that the research model, used to combine the paid, owned and</td>
<td>The integrated model has established baseline measurements based on data from</td>
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<td>earned media into one return on investment number, stays intact for</td>
<td>prior years to compare against current results. Minor adjustments as tracking</td>
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<td>accurate yearly comparisons amongst campaigns.</td>
<td>and monitoring technology advances will improve measurements.</td>
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<tr>
<td>Complete the visitor profiles for each territory of the state as</td>
<td>The profiles for each territory along with rural Nevada visitors has been</td>
</tr>
<tr>
<td>well as rural Nevada visitors.</td>
<td>completed using data from the domestic visitor study and has been posted on</td>
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<td></td>
<td>the TravelNevada.biz website.</td>
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<tr>
<td>Ensure advertising effectiveness studies are completed for each</td>
<td>The advertising effectiveness study is completed and will be presented to</td>
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<tr>
<td>campaign and communicated to stakeholders via TravelNevada.biz,</td>
<td>stakeholders at the most appropriate future commission meeting and made</td>
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<td>traditional and social media, and through presentations to the</td>
<td>available online at the time of the presentation.</td>
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<tr>
<td>Nevada Commission on and at territory meetings and conferences.</td>
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<tr>
<td>Ensure research is incorporated into all marketing campaigns—citing</td>
<td>Research works closely with the media team, PR team and creative team to</td>
</tr>
<tr>
<td>research in creative briefs and media buys.</td>
<td>communicate research effectively to stakeholders, policy makers and potential</td>
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</table>

**KPI Achievement**

Ensure that the research model, used to combine the paid, owned and earned media into one return on investment number, stays intact for accurate yearly comparisons amongst campaigns.

The integrated model has established baseline measurements based on data from prior years to compare against current results. Minor adjustments as tracking and monitoring technology advances will improve measurements.

Complete the visitor profiles for each territory of the state as well as rural Nevada visitors.

The profiles for each territory along with rural Nevada visitors has been completed using data from the domestic visitor study and has been posted on the TravelNevada.biz website.

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

The advertising effectiveness study is completed and will be presented to stakeholders at the most appropriate future commission meeting and made available online at the time of the presentation.

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

Research works closely with the media team, PR team and creative team to communicate research effectively to stakeholders, policy makers and potential travelers.
PUBLIC RELATIONS

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 media and social media influencers. The public relations group, along with Fahlgren Mortine and The Abbi Agency, works with media to craft stories that educate, inspire and excite travelers.

Press Tours

TravelNevada hosted several media groups during FY17 in order to encourage visitors to explore the state via its six road trips, including The Loneliest Road, ET Highway, Great Basin Highway, Burner Byway, Rubies Route and Free Range Art Highway.

In January 2017, TravelNevada hosted several journalists for the National Cowboy Poetry Gathering in Elko. Attending media represented outlets such as USA Today, Western Horseman and Lonely Planet.

As media continue to request customized experiences in Nevada, TravelNevada hosted several journalists and social media influencers individually throughout FY17. Journalists hosted in Nevada wrote stories for outlets like BBC Travel, ABC’s Rock The Park, Endless Vacation, VIA, Toronto Star, Paste Magazine, USA Today, Lonely Planet, Sunset, CNN and many more.

Integrated Efforts

Informed by research and focused on four content categories, including Wanderlust (soft adventure), Tastes (food and drink), Adventure (hard adventure), and Originals (people/characters), a content strategy was developed to guide integrated efforts. The content strategy also included long- and short-term content that addressed the stages of the traveler’s journey.

Paid media support also was shaped by the content strategy, and shifted dollars from TV to digital content, mobile platforms, native content, paid search and paid social.
10 things to do at the National Cowboy Poetry Gathering

Selected stories:

1. Nevada's cowboy poetry

2. Listen to classic cowboy tunes

3. Take the stage

4. Learn a new skill

---

Off The Grid: America's Loneliest Road

How to Do Old-School Las Vegas

Are you brave enough to drive Nevada's Extraterrestrial Highway?
In-Market Events and Meetings
An effective tool to reach journalists in a target market is hosting a media night in the market where TravelNevada can showcase many of its tourism partners who otherwise may not have the resources to reach that market.

In August 2016, TravelNevada representatives visited Denver to meet with active-outdoors writers with publications like Mountain Magazine, Climbing Magazine and 5280.

In October 2016, TravelNevada hosted a media dinner in New York City for 11 journalists representing outlets like Wall Street Journal, CBS, Departures and more. During that trip, TravelNevada representatives also held several one-on-one meetings with other journalists for Fodor’s, Fox News, Travel + Leisure and more.

These relationship-building meetings have established foundations for coverage in several of the aforementioned outlets and more to come in the future.
Top-Tier Coverage
Among the key performance indicators for public relations is coverage in top-tier magazines, newspapers and websites. In FY17, TravelNevada earned coverage in Forbes, USA Today, Associated Press, Fox News, Thrillist and U.S. News & World Report, as well as coverage in key travel publications like Budget Travel, Sherman’s Travel, Lonely Planet, Southwest Magazine, Mountain Magazine and Outside Magazine.

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| Two media missions to major markets are developed and executed per year. | August 2016—Denver & Boulder  
September 2016—Salt Lake City  
October 2016—NYC |
| Two in-market press trips for domestic media are developed and hosted per year, with trip ROI determined for each. | January 2017—Partnered with Elko to bring western lifestyle journalists to the annual Cowboy Poetry Gathering  
Individual press trips also were hosted for writers with outlets like BBC Travel, ABC’s Rock The Park, Endless Vacation, VIA, Toronto Star, Paste Magazine, USA Today, Lonely Planet, Sunset, CNN and many more.  
The ROI for all press trips is fluid, as the relationships and stories generated via these press trips are ongoing. |
| 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. | Media coverage ROI for FY16 and FY17 far exceeded the 15:1 benchmark. |
| Quarterly feature coverage in “A priority” media outlets. | TravelNevada generated hundreds of high-quality media placements throughout the biennium. However, per the strategic plan, the most impactful placements from FY17 are listed below.  
**Q3 2016**  
- Southwest Magazine: “Spirit of Nevada”  
- Forbes: “Five Lessons In Video Storytelling That Your Brand Can Learn From Travel Destinations”  
**Q4 2016**  
- Paste Magazine: “Off The Grid: America’s Loneliest Road”  
- Sherman’s Travel: “5 Places to See Burning Man Art Year-Round”  
**Q1 2017**  
- Toronto Star: “Are you brave enough to drive Nevada’s Extraterrestrial Highway?”  
- USA Today 10Best: “10 things to do at the National Cowboy Poetry Gathering”  
**Q2 2017**  
- Lonely Planet: “Artisans of the New West” (Nevada makers feature)  
- Sunset Magazine: “Reno’s California Avenue” |
MARKETING/ADVERTISING

TravelNevada launched a successful campaign around the meaning of “Don’t Fence Me In” (DFMI) starting in 2013, and it has evolved over the years to continue to inspire travelers to explore Nevada. The agency and Fahlgren Mortine developed the creative from phase two in FY16, which created an emphasis on the characters embodying DFMI spirit, to phase three in FY17, putting authentic stories front and center. The broadcast creative captured the story of an authentic Nevadan: Aurel Baker, a wilderness athlete, and was filmed in the Ruby Mountains. Three authentic Nevadans, representing adventure, the arts and state parks, were featured on the website, in digital ads and in print.

Paid Advertising

The paid media approach moved from seasonal campaigns (i.e. Fall/Winter and Spring/Summer) to an “always on” platform ensuring a year-round program supported by the overall creative. With the growth of mobile and “micro moments,” the dreaming and planning stages are occurring more frequently making it more difficult to label seasons. It is essential that media is always on in communications with the target audience. With this approach, we expect to see an increase of audience sessions by about 12 percent.

TravelNevada.com

As outlined in the Overarching Objectives section of this report, success in digital development was achieved in various ways through the ongoing development of TravelNevada.com. The FY17 program included a redesign of the home page, which included adding three landing pages; Get Outdoors, Insider’s Look and Road Trips, with specific content related to outdoor activities, real Nevadans’ perspectives and six road trip itineraries. It also included updates that came from the website usability testing feedback, including a My Favorites feature, user-friendly search and filter features and more video features.

.......................... Screens from 360 video ..........................
### Mobile App

TravelNevada and Fahlgren Mortine were successful in launching a mobile app designed to complement the visitor experience through travel information and educational content. The app includes in-market information on nearby attractions, as well as maps and traveler tools that work regardless of cellular service. It was instrumental for the state of Nevada to have this customized solution that integrated and automated synchronization of more than 1,500 points of interest and more than 500 restaurants from TravelNevada.com to the mobile app.

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<td>Campaign return-on-investment increases year-over-year.</td>
<td>The ROI for FY17 is 127.68:1, which is a 71.29% increase from FY16 (74.54:1). The increase results from a rising impact of advertising/marketing efforts, including the addition of new target markets with a high potential to increase visitation, combined with a decrease in total expenditures. Both creative messaging and media placements have focused less on brand awareness and more on immediate visitor engagement. This attention to giving the potential visitor the resources needed to book a trip are generating positive results.</td>
</tr>
<tr>
<td>Paid advertising moves to an “always on” platform ensuring the seasonal television campaigns are supported by a more year-round digital program.</td>
<td>The media program reflects a balanced approach, including two seasonal pushes and a separate allocation for always-on activities. This was achieved efficiently through improved zip code targeting of television campaigns and is also supported by increases in paid search, paid social and extended agreements with key digital partners.</td>
</tr>
<tr>
<td>Statewide brand is integrated across all state agencies engaged in marketing.</td>
<td>The adoption of the statewide brand was determined to be feasible only within the Department of Tourism and Cultural Affairs. All of the agencies within the department reflect a customized version of the brand on their websites, paid media and internal collateral such as letterhead.</td>
</tr>
<tr>
<td>Cooperative marketing program engages more statewide partners (year-over-year) and extends the brand to a $500,000 additional advertising investment.</td>
<td>TravelNevada has established a cooperative marketing program whereby partners outside the normal grants program participate in TravelNevada marketing programs. From Fall 2016 to Spring 2017, the agency realized a 21 percent increase in partner participation in the Nevada Discovery Guide Insert. Participation in all cooperative marketing programs generated over $109,000 additional advertising investments from partners (up over 20 percent from the prior year), which is leveraged with allocated TravelNevada media funds.</td>
</tr>
<tr>
<td>Innovative loyalty program is launched with return-on-relationship measures in place to track tangible and intangible program impacts.</td>
<td>Advances within the partner portal will make packages and deals within the state available for promotion. This will set the groundwork for incentivized booking and an associated loyalty program.</td>
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TravelNevada.com & TravelNevada.biz
The first year of the FY16-17 biennium realized an overhaul of TravelNevada.com, including front- and back-end redesign and the ability to enhance and customize content for consumers.

The second year of the biennium extended the digital updates to industry partners, via the partner-accessed Industry Partner Portal. In FY17, TravelNevada created a new design for the partner website, TravelNevada.biz, and built the site with a responsive design, increasing accessibility on mobile devices. A “Tourism Means More” landing page also was developed with an interactive map, statistics and video content.

In support of the agency’s multiple events to engage partners in person, TravelNevada created a new “Rural Roundup” website and assisted with adding updated content and developing registration reports. Similar projects were completed for Governor’s Global Tourism Summit and the Nevada Arts Council.

By the end of FY17, TravelNevada had migrated all these websites to one new domain, NVCulture.org, and began development of a new grants database system, a new Governor’s Global Tourism Summit website and an updated Nevada Indian Commission website.

Cultural and Conference Websites
The Division of Tourism contracted with D4 Advanced Media to develop and maintain all the non-consumer web assets within the department. The D4 web team migrated all of the sites within the Nevada State Museum’s system, as well as the Nevada Arts Council and Indian Commission to a new, user-friendly platform. The conference sites for the Governor’s Global Tourism Summit and the Rural Roundup also were redesigned within a more efficient content management system.
Social Media
In FY16, social media success for TravelNevada was realized through engagement and channel growth. FY16 saw tremendous growth in our audiences, which naturally translated to high engagement rates. However, in FY17, the focus shifted to deeper and more meaningful engagement with our audience rather than growth, and stronger correlations between paid and organic posts. TravelNevada adjusted its strategy to post fewer times on each platform but interact more with followers via comments, user generated content (UGC) collections and cross-platform promotions.

Goals per fiscal year were stated as:

- 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.
  - Enhance consumer engagement through sharing and other social media programming. The simple measurement includes the number of engaged users.
- 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 number of partners sharing TravelNevada information via social media.
  - NOTE: This goal was not acted upon in FY16 or FY17 because a cost-effective tracking and measurement tool was not available. This goal will be eliminated or refined for the next biennium.
- Increase engagement in all social channels, as well as the total “subscriber community” including new email leads submitted.
- Stimulate engagement with at least four new, innovative tactics including Instagram takeovers, etc.

Facebook
- Increased number of fans/followers by 4.3 percent over FY16. Gained 5,816 new fans for a total of 137,576 fans.
- Earned 99,981 total engagements (72,205 reactions, 6,440 comments, and 21,336 shares) representing a 13.7 percent decrease over FY16.*
  *It’s important to note that although overall engagement was down, shares increased by 16.46 percent which indicates that more of the content in FY17 was content users wanted to share with their own network. This indicates a deeper connection with content.

Twitter
- Followers increased by 20.8 percent over FY16. Gained 6,152 new followers earning a total of 35,658 followers.
- Earned 49,238 total engagements, representing a 126.4 percent engagement increase over FY16.

Instagram
- Followers increased by 53.36 percent over FY16. Gained 11,913 new followers earning a total of 34,240 followers.
- Earned 333,416 total engagements (328,929 likes and 4,487 comments), representing a 10.8 percent engagement decrease over FY16.*
  *Engagement is down because TravelNevada changed its content posting strategy. In FY16, three photos were typically posted to Instagram daily. In FY17, TravelNevada only posted one photo per day, creating less content for users to engage with. TravelNevada posted 849 times in FY16, and only 356 times in FY17.
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<tr>
<td>Specification and implementation of new technology to enable dynamic content production, engagement campaigns and social promotions.</td>
<td>Continued to use Offerpop/Wyng to host contests across social media platforms.</td>
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| Conduct at least two seasonal consumer promotions per year.          | 1. Cowboy Poetry Caption Contest  
2. #NVHotSprings Photo Contest  
3. #MuseumMadness Bracket Contest |
| Increase engagement in all social channels  
(NOTE: The strategy was intentionally shifted to create more meaningful engagement rather than higher numbers of engagement.) | **Facebook** 13.7 percent engagement decrease over FY16  
**Twitter** 126.4 percent engagement increase over FY16  
**Instagram** 10.8 percent engagement decrease over FY16 |
| Stimulate engagement with at least four new, innovative tactics including Instagram takeovers, etc. | 1. Spirit Animal Quiz  
2. TravelNevada 360° video  
3. Instagram Stories  
4. Facebook Live Q&A |
Discover Your Nevada

Staff continued the momentum of the social media check-ins from FY16 and added a new component to Discover Your Nevada in FY17. TravelNevada partnered with the Nevada Department of Education to conduct a student essay contest, the winner(s) of which would be taken on an “ultimate field trip” in Nevada. The reasoning behind targeting students is that they can influence their parents to take weekend getaways and “staycations” in Nevada over the summer months. The very idea of “discovering” Nevada is inherently educational, so it was a natural fit to partner with the Department of Education, which provided an additional newsworthy element.

TravelNevada received more than 200 essays, and the judging panel selected two winners, one from northern Nevada and one from southern Nevada. The northern student took a field trip to Las Vegas and its surrounding areas, and the southern student took a trip to Lake Tahoe. The trips garnered additional media coverage and generated great interest among teachers and students, so it will be repeated in FY18.

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<td>Increase inquiry among Nevadans because of this promotion by 10 percent year-over-year. FY16 will be a benchmark year.</td>
<td>Inquiry was measured by proper use of the campaign hashtag, #discoverNV17. The hashtag use increased 230 percent over FY16.</td>
</tr>
<tr>
<td>Generate a 15:1 program ROI via earned media coverage.</td>
<td>Media coverage had an advertising value equivalent (AVE) of $26,107, more than two and a half times the AVE in FY16. However, FY17’s program included a cooperative element with the Department of Education—a student essay contest. As a result, some of the FY17 coverage was due to the essay contest.</td>
</tr>
<tr>
<td>Show an increase in Nevadans traveling within the state. Current percentage is 7.82 percent.</td>
<td>This is measured by the domestic visitor study, which is conducted on a calendar-year basis. The results from CY17 will be available in Spring 2018.</td>
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### DOMESTIC SALES OUTREACH

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<td>Boost travel trade leads by 2 percent per show, year-over-year.</td>
<td>Leads were sent to partners from NTA; LVCCA sales missions in Chicago, Milwaukee, and San Diego; Travel Agent Exchange; and Global Travel Marketplace for a total of 349 leads from domestic show efforts. Additionally, 88 leads were generated from two domestic events.</td>
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<tr>
<td>Create two additional opportunities for partners to gain a presence at travel trade shows.</td>
<td>Partners were invited to participate in the Travel Industry Exchange to take place in December 2016 in San Diego. Representatives from both the Las Vegas Territory and Reno/Tahoe Territory were present. Additionally, 30 partners from around the state participated in the first TravelNevada Gives Thanks event held in Southern California in November 2016. The team had 60 RSVPs from industry professionals, 54 in attendance.</td>
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<tr>
<td>Develop and host one (1) in-market FAM trip with domestic buyers.</td>
<td>In May 2017, TravelNevada organized and led its first wedding-industry FAM for the Destination Wedding and Honeymoon Services Association. A total of 12 agents who specialize in the wedding industry participated in the FAM, which began in Las Vegas and included Carson City, Carson Valley, Genoa, Reno and Lake Tahoe.</td>
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<tr>
<td>Develop domestic industry events to maximize opportunities for Nevada partners.</td>
<td>TravelNevada organized two industry events, one in southern California and one in the San Francisco Bay Area. Industry partners were invited to join these networking events, which generated 49 appointments each for 20 industry partners at each event.</td>
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NEVADA MAGAZINE
For over 80 years, Nevada Magazine has been telling the Silver State’s story—in Las Vegas, Reno, Lake Tahoe and beyond. In print and online, the magazine highlights urban and rural travel, cultural tourism, dining, people, history, gaming, events, shows and more.

Editorial
Nevada Magazine’s editorial calendar runs January to December and includes regular sections like Visions, Up Front, City Limits, Wide Open, Cravings and Events and Shows. In addition to those sections, the magazine also includes special series and editorial focuses each calendar year.

The first three issues of FY17 (July/August, September/October and November/December 2016) celebrated the 80th Anniversary of Nevada Magazine (2016). The issues also featured a Ghost Town adventure series that covered more than 50 ghost towns, a story on each of the state museums and a series of historical stories covering Stewart Indian School, Petticoat Prospectors, E Clampus Vitus and the Thunderbird Lodge.

The last three issues of FY17 (January/February, March/April and May/June 2017) featured a Nevada State Parks series and a detailed series covering ancient Nevada, with stories about landscapes, water and civilizations. The history stories included Murder on the Comstock, Five Fools on a Flume, Nevada’s Atomic History and Nevada State Prison.

40th annual Great Nevada Picture Hunt
Along with the “Best Of Nevada” survey, the Great Nevada Picture Hunt is one of the most anticipated programs every year. Winners always are honored to be chosen and this year was no exception. The 2016 Great Nevada Picture Hunts had more than 2,000 photo submissions.

3rd Annual Silver State Scavenger Hunt
Nevada Magazine had more than 500 participants in the 2016 Silver State Scavenger Hunt. The theme was outdoor art, and scavengers were given specific locations around the state to take a selfie with the magazine. The prizes were provided by Range Rover.

Photographers Symposium
Inspired by requests from the more than 2,800 photographers on the Nevada Photographers Facebook page, the magazine held its first Photographers Symposium organized by art director Kippy Spilker. In just one week, the event sold out. The magazine intends to make the symposium an annual event.

Nevada Press Association Awards
Presented in September 2017, the Nevada Press Association awarded Nevada Magazine with 23 awards in 17 categories, including Best-Designed Magazine, Advertising Excellence and Best Promotions. More than a dozen magazines compete in the award programs, including Las Vegas, Luxury Las Vegas and Edible Reno-Tahoe Magazine.
**Events & Shows**

The Events & Shows special section increased production in FY17 from 90,000 copies to 130,000 copies, most of which are distributed at McCarran International Airport in kiosks throughout baggage claim and in rental cars. These magazines have information on events all over the state, encouraging readers to travel throughout Nevada.

**Social Media**

*Nevada Magazine* has 11,500 followers on Facebook, an increase of 9 percent over 2016, with followers in 44 countries. The magazine also has 16,300 Twitter followers, a 17 percent increase over 2016, with the most popular tweets being about ghost towns, wild horses and Hoover Dam.

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<td>Increase advertising sales by 5 percent year-over-year.</td>
<td>Tourism partners have not been awarded as much in grant funding to advertise in the magazine as in past years, which has cut into advertising sales. Also, a portion of their limited advertising funds is being solicited by Madden Media for their current co-op ad campaign. The Madden program ends in Spring 2018.</td>
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<tr>
<td>Publish the bi-monthly magazine, with distribution the last week of the month prior to the posted issue dates.</td>
<td>The magazine is distributed every other month and has never missed a print date.</td>
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<td>Publish the annual visitors guide with the timeline that ensures distribution on or before Jan. 15 of each year.</td>
<td>Completed.</td>
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<td>Sell 10 percent more advertising in the visitors guide year-over-year.</td>
<td>Advertising for the 2017 guide totaled $176,750 and the 2018 guide total was $190,250 for a year-over-year increase of 9.3 percent.</td>
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<tr>
<td>Produce a digital version of the visitors guide that is available to users of TravelNevada.com and NevadaMagazine.com as well as through online digital guides.</td>
<td><em>Nevada Magazine</em> was not involved in production of the Visitor’s Guide in 2017.</td>
</tr>
<tr>
<td>Produce and distribute both the southern and northern versions of Events &amp; Shows.</td>
<td>Both versions of Events &amp; Shows are produced and distributed every other month and have never missed a print date.</td>
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<td>Create an advisory council that can help the magazine identify new revenue opportunities and provide editorial insights.</td>
<td>The magazine’s publisher met with Commissioner Ryan Sheltra, who was asked to head an advisory council. They went over the entire history of Nevada Magazine’s operations and budgeting. Commissioner Sheltra did not see the need to continue with an advisory council.</td>
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### International Marketing

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<td><strong>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.</strong></td>
<td>The agency conducted a sales mission in December 2016 with seven in-state partners and in-country airline and tour operator partners in Guadalajara and Mexico City. Each tour operator who partnered with TravelNevada produced promotion packages in conjunction with the mission and attendees.</td>
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<tr>
<td><strong>Identify and conduct one additional TravelNevada-sponsored sales mission to an international market.</strong></td>
<td>TravelNevada, along with Nevada partners, participated in the Governor’s Trade Mission to South America in July 2016. The mission included sales presentations, product trainings, sales calls and meetings with wholesale travel agencies and international tour operators in Panama, Colombia, and Chile. Key operators who were met during this mission also were invited to the Governor’s Global Tourism Summit.</td>
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| **Conduct one group and up to 20 (qualified) individual press trips per year.** | The staff conducted the following press trips in FY17:  
- Temporary Australians (July 2016)  
- French bloggers (August 2016)  
- Canadian group FAM (September 2016)  
- French bloggers (September 2016)  
- Let’s Travel Australia (September 2016)  
- Brand USA/Delta Airlines South Korean FAM (Sep 16)  
- Viaje Comigo Brazil TV (October 2016)  
- Global Tourism Summit tour (October 2016)  
- Indian individual FAM (October 2016)  
- Estilo DF Magazine, Mexico (December 2016)  
- French Neon to Nature group FAM (February 2016)  
- China group FAM (February 2017)  
- Sunrise Australia TV FAM (April 2017)  
- South Korean blogger FAM (April 2017)  
- French group FAM (May 2017)  
- Brisbane Kids (May 2017)  
- Brazilian journalist (June 2017) |
<p>| <strong>Develop an India activation plan ensuring input from in-state market experts.</strong> | Sartha Global was selected to represent TravelNevada in India. Sartha created a sales, marketing and PR plan based on market research and in-state goals for the market. TravelNevada participated with Brand USA in a three-city sales mission in September of 2017 (Mumbai, Channai and New Dehli). |</p>
<table>
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<tr>
<th>KPI</th>
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<tbody>
<tr>
<td>Track leads and distribute to the Territory chairpersons within one week of the end of the show or mission. Strive for 10 percent more leads year-over-year as a result of sales missions.</td>
<td>Of the 1,036 leads generated from sales missions and shows, 526 were new leads. In addition to the leads, 10,744 contacts were made throughout the year from participation in missions, shows, events and presentations.</td>
</tr>
</tbody>
</table>
| In addition to the Nevada Marketplace and associated FAM trip, host an in-state FAM at least once per quarter, ensuring all international markets have an opportunity to bring buyers to Nevada during the biennium. | Q1: Brand USA South Korea  
Q2: Australia FAM  
Q3: Global Tourism Summit pre-FAMs (all markets)  
Q3: NV Winter FAM (Australia, Brazil, India, Mexico, UK)  
Q4: French FAM  
Q4: Brand USA Mega FAM, Mexico  
Q4: Brand USA UK                                                                                                                                                                                                                           |
| Coordinate and conduct the Nevada Marketplace event at the annual Governor’s Global Tourism Summit. | The Nevada Marketplace featured 50 buyers from 10 international markets.                                                                                                                                                                                                                                                                 |
| Work with in-market representative firms to develop an annual market brief. Post on TravelNevada.biz. | Market briefs are available from all international markets and will be posted on TravelNevada.biz site.                                                                                                                                                                                                |
| Visit each international office/market at least once per year to meet with the representative firms, the travel trade and media. | The sales staff has visited each market in FY17 and conducted sales calls and meetings in their respective markets.                                                                                                                                                                                                                          |
| Represent Nevada at major international trade shows including at least: IPW, World Travel Market (WTM) and ITB. | The sales staff attended WTM London, Visit USA Australia, ITB Berlin, WTM Latin America and IPW.                                                                                                                                                                                                                                            |
| Provide quarterly reporting to Nevada stakeholders to showcase work accomplished by the international representation firms. | Quarterly reports were submitted and made public through commission packets.                                                                                                                                                                                                                                                             |
| Develop and distribute an annual report of activities, leads and results stemming from the international sales and marketing efforts. | The annual report for FY16 was completed in FY17, and the FY17 annual report is scheduled for completion in FY18.                                                                                                                                                                                                                         |
| Ensure the Nevada brand is incorporated into all sales and marketing collateral distributed and used at meetings, trade shows and other promotional activities. | PowerPoint templates and other presentation materials were created to be brand-compliant. Each international office was given the brand materials and guidelines, but the extent to which they are used varies by market depending on language and cultural interpretations of the brand. |
| Work with BrandUSA to ensure all programs are measurable and results are conveyed to partners/stakeholders on an annual basis. | To date, our relationship with Brand USA includes participation in the Inspiration Guide; USA Discovery Guide; GoUSA.cn page; The Telegraph Campaign; Olly Episode for the UK; multi-channel programs for India, China and Australia; America Unlimited for the German market; STA Travel for Australia, UK and Germany; and Thomas Cook. |
Partnership Development

Cooperative Marketing Program
In FY17, the TravelNevada cooperative marketing program, led by Madden Media, offered advertising opportunities within newspaper advertorial inserts in major markets as well as amplified storytelling hubs and site retargeting to industry partners throughout the state. A total of more than 4,000 leads were delivered per advertising partner for each of the newspaper insert offerings. New this year was a Domestic Mandarin Campaign, which offered advertising in a twelve-page insert delivered through Mandarin language newspapers, supported by a Mandarin language microsite. The campaign took advantage of known travel behaviors within the expanding tourism market in China.

TravelNevada.biz
TravelNevada.biz was developed to create professional development opportunities for members of the Nevada tourism industry that raise the level of expertise across all industry sectors. The website provides communities, organizations, and businesses in the tourism industry with development resources, media opportunities, and grant assistance that help them exceed their own goals, bolster local economic bases and diversify regional economies.

Each online entry above is just the partner spend. All are public entities, so TravelNevada matches all the above by 100 percent.

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<td>The number of partners participating in TravelNevada programs increases at least 5 percent year-over-year.</td>
<td>New integrated tracking mechanisms are to be developed to expand this measurement beyond participation in the Rural Grants Program.</td>
</tr>
<tr>
<td>Partners participating in marketing programs integrate tracking mechanisms that show the ROI of these funds of at least 5:1.</td>
<td>A tracking mechanism is currently in development.</td>
</tr>
<tr>
<td>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.</td>
<td>TravelNevada.biz is fully functional as an industry portal and marketing staff toured the state in FY17 teaching partners how to use it.</td>
</tr>
<tr>
<td>TravelNevada offers at least quarterly online educational offerings—with all posted to TravelNevada.biz.</td>
<td>TravelNevada.biz is a resource for the tourism industry and as such seeks to curate and inform on an ongoing basis.</td>
</tr>
<tr>
<td>Develop and distribute a bi-monthly industry-focused e-newsletter.</td>
<td>An Industry Partner newsletter was launched in FY17 and continues on a quarterly basis.</td>
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</table>
TravelNevada entered FY17 after successfully completing an integrated marketing approach that led to more awareness among state leaders of TravelNevada’s mission and value within the state. Complemented by another year of increased visitor travel and spending, TravelNevada maintained a compelling story around tourism to tell stakeholders around the state. Entering the legislative year, TravelNevada crafted and executed a stakeholder engagement plan named “Tourism Means More.” The theme of the campaign also focused on what tourism means to Nevada. The Tourism Means More initiative addressed the challenge of providing legislators and elected officials with the information they needed to make positive decisions about the financing of tourism promotion in Nevada through educational efforts.

The execution of the Tourism Means More integrated marketing initiative combined a stakeholder engagement strategy with creative use of TravelNevada’s own resources. The focused communications strategy began with the definition of the key audience which included legislators, policymakers, media influencers and industry leaders. To begin engagement, TravelNevada commissioners participated in key legislative meetings during the months leading up to the legislative session.

Within the first weeks of the legislative session, TravelNevada hosted a dedicated “Tourism Day” where both industry professionals, advocates and stakeholders were invited to learn more about the impacts of tourism in the state. Lt. Gov. Mark Hutchinson was contacted and agreed to deliver a keynote speech during the day in addition to a speaker from the U.S. Travel Association to address national tourism issues, and offered the expertise of how to reach legislators during the session. To engage legislators, the department executed pre-planned social media posts leading up to the day that discussed the value of tourism and directed them at legislators. The event allowed industry partners and advocates to meet their representatives face-to-face and show their support for the tourism industry. The group then participated in the Nevada Senate’s floor session for the day to show the broad support of the industry in this initiative.

To continue conversations with the industry professionals both throughout the session and on an ongoing basis, TravelNevada developed a webpage called TourismMeansMore.com on the newly redeveloped TravelNevada.biz. It provided videos, infographics, a legislative toolkit, suggested tweets and social media integration. TravelNevada encouraged partners to share this information, becoming ambassadors of the message. Additionally, TravelNevada redesigned and relaunched the industry newsletter as a portal of communication to both advocates and the key audience to provide industry updates.

As the campaign continued with a focus on storytelling through digital mediums, industry leaders such as Bill Boyd and Stephen Ascuaga participated in a series of videos exploring the benefits and future of tourism in the state. These videos provided trusted voices, compelling stories and credible support to the mission. These videos were meant to focus on the positive impacts both the entertainment industry and international travelers have had on tourism overall. Additionally, representatives from the Red Lion Hotel & Casino in Elko spoke about convention travel’s impact on the economy of Nevada. Finally, the Pershing County Economic Development Authority spoke about the increasing synthesis between economic development and tourism as well as the positive benefits of tourism marketing grants in rural Nevada. The video series was shared across social media as well as on broadcast TV through a partnership with the Nevada Broadcasters Association.
Knowing the importance of data, the inaugural TravelNevada annual report was distributed in January 2017, providing further information about the tourism sector. TravelNevada adopted a proactive media outreach strategy capitalizing on news moments such as the publication of the annual report and the release of new visitor statistics. Claudia Vecchio, director of the Nevada Department of Tourism and Cultural Affairs, further supported the initiative with monthly e-mails about the work of the Commission on Tourism. Although the campaign was delivered across earned, owned and shared media, message discipline—“tourism is a key economic driver”—remained tightly focused.

The Tourism Means More campaign delivered on its immediate goal, the continued support of TravelNevada as an economic development tool during the 2017 Legislative Session. Equally important, the campaign established a framework for ongoing education of the state’s leaders and influencers about the importance of tourism as a driver of economic activity in Nevada. The framework includes a plan that spans multiple years for legislative outreach, content creation and media outreach.

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<td>Craft individual reputation management action plan on or before January 1, 2016, and execute as outlined.</td>
<td>Plan was crafted in FY16 and continued throughout FY17</td>
</tr>
<tr>
<td>Develop FY18-19 legislative sessions Tourism Means More plan. Execute as outlined.</td>
<td>TravelNevada created an ongoing plan for legislative sessions surrounding the Tourism Means More campaign.</td>
</tr>
<tr>
<td>Develop and distribute a commissioner-focused report each month.</td>
<td>TravelNevada has produced and continues to provide monthly commissioner-focused emails. A 10 on 10 report is sent to commissioners on the 10th of each month outlining 10 achievements or activities during the month. Quarterly reports also are distributed and match activities to the Strategic Plan.</td>
</tr>
<tr>
<td>Develop and distribute an annual report providing an overview of TravelNevada’s success in achieving the goals and programming objectives outlined within this plan and the associated action plans.</td>
<td>The first TravelNevada annual report was completed and distributed in January 2017 for FY16. This is the second annual report for the biennium.</td>
</tr>
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**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 continue to be as involved as possible in all aspects of enhancing infrastructure.

**Projects Relating to Tourism Grant Program**

The Projects Relating to Tourism (PRT) Grant Program is designed to develop publicly owned property, facilities and infrastructure within Nevada to support and attract visitors to this state. The program is funded once per biennium at $200,000 from room tax revenues. The Nevada Division of Tourism administers this program.

Applicants must submit online grant applications to the Division of Tourism. Those applications are reviewed by the PRT Review Committee, which consists of the rural programs manager from the Division of Tourism, the rural commissioner and three industry partners from rural Nevada. Recommendations for funding then are presented to the Nevada Commission of Tourism for final approval.

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<td>Gain legislative approval for initiating rest area development.</td>
<td>Rest areas are developed in conjunction with the Department of Transportation. As a result of the 77th legislative session (2015) this project was not funded.</td>
</tr>
<tr>
<td>Create initial design, including branding elements and visitor experience outline.</td>
<td>This KPI ladders back to the rest stop program. Because the general task/KPI of creating rest stops wasn’t realized, this specific KPI will not be realized.</td>
</tr>
<tr>
<td>Create a statewide air service development task force to address the business, policy and partnership issues pertaining to enhancing air service.</td>
<td>A task force was created and included the five airports that have or have had commercial flights serving Clark County, Reno-Tahoe, Elko, Wendover and White Pine County. The corresponding marketing organizations also were invited. The first meeting took place in FY16 and is continuing at the guidance of the task force leadership.</td>
</tr>
<tr>
<td>Develop framework for identifying a lodging company to build state and national park lodges.</td>
<td>A determination was made by other agencies overseeing this project to move in a different direction.</td>
</tr>
<tr>
<td>Conduct entryway sign contest. Produce and post new signs.</td>
<td>A contest was conducted for high school students through a partnership with the Nevada Department of Transportation and the Nevada Department of Education. The signs were unveiled at the Governor’s Global Tourism Summit in October 2016 and were installed throughout the state.</td>
</tr>
<tr>
<td>Complete and launch the mobile app.</td>
<td>The mobile app was launched in FY17 and is available for download on both Apple and Android devices.</td>
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Statutory 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.
      1. 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.
FY17 Nevada Commission on Tourism

Lieutenant Governor
Mark Hutchison
Chair

Cindy Carano
Vice Chair
Executive Director,
Hotel Operations
Eldorado Hotel Casino

Denice Miller
SVP Government Affairs
MGM Resorts International

Bob Morse
President of Hospitality
Caesars Entertainment Corp.

Don Newman
Executive Director
Elko Convention and Visitors Authority

Rossi Ralenkotter
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Las Vegas Convention and Visitors Authority

Phil DeLone
President/CEO
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The Law Firm of Herb Santos, Jr.

Ryan Sheltra
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Bonanza Casino

Mike Vaswani
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Asian American Group

John Wagnon
Senior Director,
Brand Marketing
Heavenly Mountain Resorts

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Julia Arger
Chairwoman
Nevada Arts Council

Richard Arnold
Chairman
Nevada Indian Commission

Bob Stoldal
Chairman
Board of Museums and History
Nevada Division of Tourism (TravelNevada)

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Director, DTCA

David Peterson
Deputy Director, DTCA

Bethany Drysdale
Chief Communications Officer

Janet Geary
Publisher, Nevada Magazine

Teri Laursen
Director of Sales & Industry Partners

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