



STRATEGIC PLAN FY 2010-2011



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INTRODUCTION

This strategic plan is intended to guide the staff of the Nevada Commission on Tourism (NCOT) in fulfilling its mission and goals for attracting visitors to the state of Nevada and generating revenue for the public and private sectors.

Guidance is critical to NCOT's ultimate success, and the staff wishes to acknowledge the insightful support and assistance received from the commissioners and industry partners, specifically Lieutenant Governor and Commission Chair Brian K. Krolicki; Commission Vice Chair Ferenc Szony, president & CEO, Herbst Gaming, Inc; Commissioner Chuck Bowling, executive vice president sales and marketing, MGM MIRAGE; Terry Jicinsky, senior vice president of operations, Las Vegas Convention & Visitors Authority; Commissioner Ellen Oppenheim, president and CEO, Reno-Sparks Convention and Visitors Authority; and Don Newman, executive director, Elko Convention and Visitors Authority.

Economic conditions of the national recession have forced severe budget cuts throughout state government, including NCOT. This plan reflects the fiscal constraints imposed on NCOT in the current biennium.

Despite these constraints, marketing activities and programs have been refocused during the past year to areas where the most immediate return on investment may be garnered. This plan reviews the most effective initiatives that have been developed and outlines additional initiatives to increase tourism going forward. This short-term plan through FY11 is in response to the current economic and travel environment and will be replaced by a longer-term plan as the economy rebounds.



EXECUTIVE SUMMARY

This document defines NCOT as an agency, highlights its current initiatives, and describes its plan to build upon those programs and increase visitation to the state through FY11. With a streamlined and focused strategy, NCOT intends to use its dedicated tourism promotion funds efficiently and effectively to get maximum exposure and impact for minimal investment.

NCOT exists to promote statewide visitation and, ultimately, revenue for Nevada's communities. NCOT operates a variety of programs and campaigns, which collectively strengthen Nevada's travel and tourism industry. NCOT will focus its efforts on harvesting the "low hanging fruit" by targeting domestic consumer markets with large populations within driving distance or with easy air access, and international markets of Canada, Mexico, the United Kingdom and Germany where there is a high propensity to visit Nevada. NCOT will also continue activities that have a measurable positive return on investment, such as to:

- Conduct familiarization tours that introduce travel writers and tour operators to Nevada's diverse and unique mix of attractions;
- Maintain a strong Internet presence;
- Distribute e-newsletters to repeat loyal customers;
- Utilize emerging media including mobile Web sites, social media and in-stream video, all of which are expanding rapidly in terms of reach and impact;
- Promote Nevada as a free-spirited, value-positioned destination leader at travel trade shows and sales missions in key markets;
- Collaborate with convention and visitors bureaus and other public and private industry partners;

- Administer rural initiatives including the grant program, "Rural Roundup" conference and various other projects, and partner with the six Nevada territories to strengthen Nevada's rural tourism industry;
- Publish Nevada Magazine, which fosters awareness and appreciation of Nevada's cities and towns, heritage, culture and natural wonders, and continue its "Tour Around Nevada" series.

These efforts have proven to be productive for the state on a cost-effective basis. As NCOT looks to the future and hones a strategy to stimulate travel to the state in the near-term, it will build on and further develop these programs, especially in the area of emerging technologies and social networks. NCOT will also engage in new initiatives that are inexpensive, given limited resources, but which will yield positive results. These include:

- Promote meetings and conventions, weddings and honeymoons, and Nevada's parks and museums;
- Conduct Webinars as an additional, low-cost method to educate the travel trade and industry partners and increase exposure to Nevada's unique attractions;
- Expand Web content to appeal to additional niche markets (Asian, Latino, pet-friendly, etc.);
- Explore a "Battle of the Greens" golf co-op with the Arizona Office of Tourism;
- Produce "Webisodes" featuring Nevada's unique offerings, attractions and outdoor recreation;
- Work with Nevada territories to develop sales blitz programs to increase overnight stays in rural communities.

In the current economy, many are still traveling, but they are spending less and staying closer to home. Nevada is perfectly positioned as a centrally located destination in the western region that travelers can easily access, where dollars go a long way, and where they can experience a unique mix of entertainment and attractions.

This mix is a product of Nevada's rich and colorful past and the free-spirited, 24/7 attitude of the present. The abiding Nevada attitude of "free-spirited" will differentiate the state in a highly competitive travel market and will be at the center of NCOT's promotional activities going forward. Leveraging this core position and connecting with leisure travelers on an emotional level will inspire those seeking a fun and unique travel experience without breaking the bank.

ROLE OF THE COMMISSION

NCOT was established in 1983 and consists of a Division of Tourism and a Division of Publications, including Nevada Magazine (NRS 231.160). The makeup and duties of the commission and its director are contained in NRS 231.170, 231.180, 231.190, 231.200, 231.210, 231.220, 231.230, 231.240, and 231.250. (See Appendix A-1)

The Division of Tourism is primarily a marketing organization responsible for promoting the state as a travel destination and promoting the components of the tourism industry as specified in NRS 231.260.

The Division of Tourism is required to perform the following duties:

- Promote the state so as to increase the number of domestic and international tourists;
- Promote special events that are designed to increase tourism;
- Develop a comprehensive program of marketing and advertising for both domestic and international markets that publicizes travel and tourism to all regions in Nevada;
- Provide and administer grants to political subdivisions of the state, fair and recreation boards and local or regional organizations that promote travel and tourism; (See Appendix A-2)
- Additional responsibilities of the Division of Tourism and the Division of Publications are contained in NRS 231.270, 231.280 and 231.290. (See Appendix A-3)

MISSION

NCOT serves as the state's consumer-focused travel marketing organization to promote statewide visitation.

GOALS / OBJECTIVES

- To generate a positive return on investment for the state worth many times the cost of operating NCOT.
- To generate revenue for public and private industry partners and tax revenue for state and local municipalities.
- To create awareness of Nevada as a free-spirited, value-positioned destination leader with a broad array of attractions and activities in addition to gaming.
- To increase visitation to Nevada's rural and historic areas.
- To increase consumer spending per trip and increase length of stay at Nevada lodging properties.

TARGET AUDIENCES

- Domestic consumers residing in the following geographic markets:
 - Dallas (winter campaign);
 - Chicago (winter campaign);
 - San Diego (winter campaign);
 - Sacramento-Stockton-Modesto (summer campaign);
 - Bay Area (summer and winter campaigns);
 - Los Angeles (summer and winter campaigns);
 - Salt Lake City (summer campaign);
 - Las Vegas (summer and winter campaigns);
 - Phoenix (summer and winter campaigns);
 - Reno (summer campaign).
- International consumers residing in the following countries where NCOT has representative offices:
 - Germany;
 - Canada;
 - Mexico;
 - United Kingdom.

TARGET AUDIENCES *(continued)*

- Consumers who are:
 - Experiential ... they want to see, do and learn new things, experience culture and discover hidden treasures off the beaten path;
 - Adventurers ... they seek fun, exciting and new places to recreate that challenge their physical skills and mental strength.
- Niche markets:
 - Arts and culture (heritage tourism);
 - Outdoor recreation enthusiasts;
 - Gay, lesbian, bisexual and transgender (GLBT);
 - Pet owners;
 - Golfers.
- Travel trade – domestic and international, including China:
 - Tour operators;
 - Travel agents;
 - Wholesalers;
 - Meeting and convention planners (potential new target);
 - Wedding planners (potential new target).
- Media:
 - News and travel journalists who produce stories about Nevada's tourism attractions;
 - Consumers who are exposed to the stories and subsequently influenced to visit Nevada;
 - Trade and convention publications.

INDUSTRY PARTNERS

NCOT works closely with tourism industry entities to collectively promote tourism and drive visitation to the state.

Partners include:

- Territory organizations:
 - Cowboy Country;
 - Indian Territory;
 - Las Vegas Territory;
 - Nevada Silver Trails;
 - Pony Express Territory;
 - Reno-Tahoe Territory.
- Cultural Affairs (state museums and Nevada Arts Council)
- State Parks
- Rural convention and visitor bureaus and tourism authorities
- Chambers of commerce
- Reno-Sparks Convention and Visitors Authority (RSCVA)
- Las Vegas Convention & Visitors Authority (LVCVA)
- Tribal organizations
- Nonprofit organizations
- County and town advisory boards
- Tourism-related associations
- United States Department of Commerce
- United States Travel Association
- Visit USA organizations
- Federal and state agencies

CURRENT YEAR SUCCESSES

MARKETING

NCOT launched a winter campaign promoting Reno/Tahoe as a premier ski destination in Los Angeles, San Diego, Las Vegas, Bay Area, Dallas, Seattle, Chicago and Phoenix from November 1, 2009, through January 31, 2010. The media mix consisted of television, Internet, outdoor, print and mobile.



As emerging media evolves at a rapid pace, the marketing department's strategies are refined. Staff recently enhanced the mobile site, NVSki.mobi, by adding arrivals and departures from the Reno-Tahoe International Airport and providing consumers the ability to purchase lift tickets using their mobile phone. In addition, staff developed new strategies to utilize the power of social media. Over the past few months, staff significantly increased social media efforts by promoting Nevada through the blog, Facebook and Twitter. Staff closely monitors tweets from hotel partners, ski industry organizations, attractions, etc., and re-tweets the top offers to the 3,400 Twitter followers for immediate results.

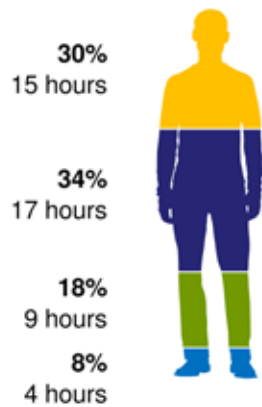
Staff tracks conversions from social media efforts and uses these findings to refine the strategy. Although staff concentrates on reaching new visitors, loyal customers are not forgotten. To encourage return trips, a monthly e-newsletter is sent to more than 130,000 consumers who have requested periodic tourism-related information about Nevada. This program exposes thousands of potential visitors to attractions and events in rural Nevada. In addition, e-mails are sent to niche target audiences who have an interest in arts and culture, ski, golf and motorcycle touring.

Much has changed within the past year, including consumer behavior. Utilizing the latest research from Google, TNS Global and Jupiter Research that reflects a paradigm shift in media consumption, the marketing department aligned its advertising media mix to reflect this trend. The focus is placed more heavily on Internet e.g., Google in-stream video, online display, Facebook, Twitter, and broadcast and less on print, while a large majority of competitors continue to focus on a traditional print media strategy.

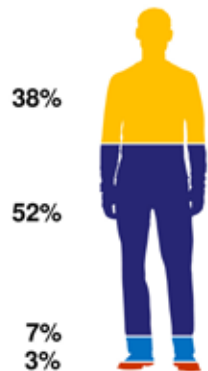
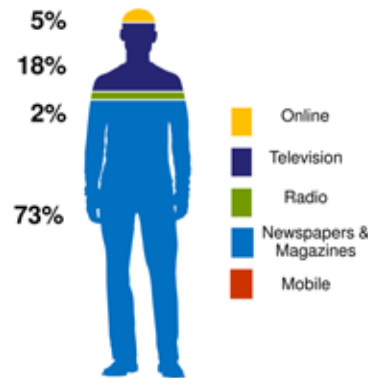
Media Spend vs. Media Consumption



Weekly Media Consumption Averages for Ages 25 - 54



Aggregate Media Mix Domestic DMOs/Tourism Orgs



Nevada Media Mix Winter Campaign '09-'10



Notes: 100% Media Consumption includes video games & recorded music. Online media spend = TNS data plus Google internal data
Source: Jupiter Research/psos Insight Entertainment and Media Consumer Survey (06/07, US online consumers only), TNS

Google Confidential and Proprietary 7

The marketing department has developed a strong relationship with the Google travel team and participated in a test program of a skippable in-stream video product. NCOT has received several thousand dollars of free advertising from this test and will utilize the findings in future Internet marketing initiatives.

NCOT is working with TNS Global utilizing a new digital methodology to measure the effectiveness of in-stream video. Google will showcase NCOT's marketing and TNS Global's research in a case study that Google will present at seminars, display on its Web site, and in its literature to educate customers on how to effectively utilize this medium.

In addition, to drive immediate visitation to Nevada, NCOT launched a co-op program with Southwest.com promoting Nevada as the "Featured Destination" of the week. The program was initiated in November and resulted in an average increase of 46% (week over week) for all Nevada hotel bookings via Southwest.com. The average increase for room nights was more than 59%. Based on the results and the buy-in from hotel partners, the program will continue on a monthly basis throughout 2010.

RESULTS:

- 45% of the 7.7 million consumers who were exposed to the ski commercial through in-stream video watched 100% of it;
- The winter campaign conversion rate, which includes destination referrals, visitor's guide requests, and e-newsletter sign-ups, was 22%;
- The 2009/10 winter ROI will be available in late March.

SALES AND INDUSTRY PARTNERS

International Sales:

Priority for the international program is set according to the ability of international markets to bring visitors to Nevada quickly. Staff considered several factors when selecting the international representation, including volume of visitors, access to the state, ability to provide a return on investment, interest in traveling beyond urban hubs, lengths of stay and daily expenditures. Based on these criteria, NCOT has representation in Canada, Mexico, the United Kingdom and continental Europe with an emphasis on Germany.



NCOT also has representation in China, where the investment has been based on the great potential of increasing tourism from this country. In response to major reductions to the China office's budget, NCOT's China representative will relocate from Beijing to Shanghai in the U.S. Commercial Center, which is operated by the U.S. and Foreign Commercial Service, joining representatives of National Tour Association (NTA) and Visit USA. The LVCVA also has offices in Shanghai, which will enhance communications between the agencies' representatives. The China office location change will provide a substantial cost savings and increase partnership opportunities. Staff works with key government officials and tourism companies when they visit the United States, and NCOT has participated in the U.S.-China Summit in Orlando. Staff plans to attend the Active America-China meeting in Chicago with invited Chinese operators.

In an effort to promote the entire state, staff partnered with the LVCVA and jointly participated in sales missions in Europe and Mexico that included more than 700 contacts through one-on-one appointments, group presentations, travel-agent events and top client meetings in Paris, Munich, Hamburg, Amsterdam, Brussels, Mexico City, Guadalajara and Monterrey. In addition, staff participated in several trade shows targeting the Canada and Mexico markets, hosted a ski familiarization tour for companies from Mexico that produce ski packages and held a reception in Mexico City to launch the ski season.

RESULTS:

- Developed and distributed seven new rural Nevada driving itineraries to both international and domestic tour operators and posted them on TravelNevada.com;
- Generated more than 200 qualified leads from sales missions, trade shows and events held in Europe, Mexico and Canada since September. The leads were sent to tourism industry partners in the six Nevada territories for follow-up. Almost all leads generated are multi-jurisdictional. For example, staff met with America Unlimited in Germany and created an itinerary that started in Las Vegas and traveled along Highway 93 to Great Basin National Park, continued across Highway 50 to Lake Tahoe, and returned to Las Vegas via Highway 95. America Unlimited is now promoting and selling the itinerary in Germany, benefiting all the towns along the route;
- Conducted print, television, radio and electronic media interviews in Canada, Continental Europe, Latin America and the United Kingdom, which resulted in news stories circulated to mass international audiences;
- Developed new itineraries and packages with tour operators and wholesalers in all international markets;
- 100% of tour operators participating in the Mexico ski familiarization tour produced and marketed ski packages to Lake Tahoe.

Domestic Sales:

Staff conducted two sales missions in August and December targeting tour operators in cities (Chicago, Dallas, Denver, Boston, New York City and Miami) with easy air access to Nevada airports to promote Las Vegas and Reno as hubs for visiting Nevada's rural communities. In addition, staff participated in consumer and travel trade shows in New York City, Denver, Los Angeles, Sacramento, Reno, Las Vegas, Quartzsite and Washington, D.C., to promote Nevada's rural communities, attractions and events.

RESULTS:

- Increased tour operator awareness of the easy access to rural Nevada from McCarran International Airport and Reno-Tahoe International Airport and promoted statewide events, attractions and destinations;
- Developed and distributed a "What's New in Nevada" fact sheet to consumers, tour operators and industry partners;
- Generated more than 120 direct leads that were sent to tourism industry partners in the six Nevada territories for follow-up. Almost all leads generated are multi-jurisdictional. For example, an appointment with Tracks & Trails at NTA resulted in 67 bookings, 279 travelers, 151 room/campground nights and six excursions, plus one group with 24 travelers and 48 campground nights.

Rural Programs:

Staff directs marketing and advertising initiatives for rural Nevada through an interactive exchange with members of the six tourism territories by participating in meetings, producing an annual "Rural Roundup" conference and offering financial assistance to fund marketing projects through the Rural Marketing Grant Program. Projects funded require a match, and expenditures are reimbursed following strict guidelines. The projects funded through the grant program are continuously being evaluated by staff and the Territory Advisory Committee for effectiveness. Grant evaluation forms are reviewed on an ongoing basis and a compilation will be conducted in July.

RESULTS:

- Awarded \$1,025,000 to fund 182 marketing projects in rural Nevada;
- Annual "Rural Roundup" conference attendance typically exceeds 225 representatives from communities located throughout the state;
- FY2009 grants had an \$844 million impact on local economies and generated more than 1.3 million room nights in rural Nevada.

MEDIA RELATIONS

The media relations department conducted familiarization tours for domestic and international travel journalists, promoted Nevada's rural and urban attractions on television programs, on social media Web sites, at travel media trade shows and conferences and with national and regional travel journalists, and helped promote the new whitewater facilities on the Carson River to attract visitors.

RESULTS:

- Conducted a German media familiarization tour in summer 2009 that produced more than \$117,000 worth of coverage, and also conducted a Reno-Lake Tahoe Mexican ski familiarization tour in December 2009 that resulted in comprehensive, colorful stories with an initial value of \$1.3 million for the first two stories printed. Value will increase when all stories are measured and reported. NCOT invests about \$5,000 for each media familiarization tour.
- Achieved international media coverage with an advertising equivalency value of \$12 million for calendar year 2009 and nearly \$4 million for the first half of fiscal year 2010. NCOT's international representative offices reported that print impressions, unique Web visitors and television impressions for calendar year 2009 totaled 366,812,189, as well as 167,019,723 for the first six months of fiscal year 2010. Domestic monitoring and measuring services were canceled in 2009 to trim spending.
- Conducted face-to-face promotional interviews with 15 travel writers at the Society of American Travel Writers Media Marketplace at Lake Tahoe in January.
- Generated information daily on social media Web sites, including Twitter and Facebook, and contributed to NCOT's travel blog to get consumers to experience Nevada's rural and urban attractions. The media relations department currently has more than 400 Twitter followers, mostly news and travel media and tourism partners.
- Worked with travel writers who produced stories in influential publications such as USA Today's Destinations and Diversions, Toronto Star, TravelLady.com, Rand-McNally, RV West, American Road, Via, Michelin's Guide, AAA Home and Away, AAA Denver, Meetings West, Sportsman Channel and more.
- Promoted intrastate travel on the monthly Nevada Trails television program from Carson City to encourage visits to Lovers Lock Plaza in Lovelock, the Fire and Ice Show in Ely, skiing and other winter activities at Lake Tahoe and attractions along U.S. Highway 50, "The Loneliest Road in America."
- Worked with the Carson River Regional Recreation Steering Committee to coordinate a massive junk-car cleanup and constructing of raft and kayak put-in and take-out facilities to make the Carson River safer and more accessible for recreational boating.

NEVADA MAGAZINE

Nevada Magazine publishes a bi-monthly magazine that educates both residents and tourists about Nevada. The magazine fosters awareness and appreciation of Nevada's cities and towns, heritage, culture and natural wonders. Most recently, it produced an entire green issue, published feature stories on the Pony Express, 1960 Winter Olympics and Nevada State Parks. The magazine circulation is 30,000 copies, including 15,000 sent to subscribers and 15,000 distributed via magazine stands in Nevada and surrounding states.

In addition, Nevada Magazine also publishes 97,000 copies of Events & Shows bi-monthly that are distributed at airports, visitor centers and gift shops throughout Nevada. Events & Shows features the most complete and updated listings of all entertainment available in the entire state. Nevada Magazine sells the advertising and produces the state's official Visitor's Guide in conjunction with NCOT and produces and sells the annual Nevada Historical Calendar. Nevada Magazine's staff represents both Nevada Magazine and NCOT at many trade shows throughout the state and speaks to chambers, Rotary Clubs and other organizations. Nevadamagazine.com contains additional blogs and information about the state as well as a calendar of events and shows that is updated daily.

RESULTS:

- In the past year, Nevada Magazine advertisers have received a total of 27,600 leads from their advertising in the magazine. Source: Readership Survey Card company ARGI
- An advertiser that conducts tours has received 1,337 bookings in the past six months directly from their print ad in Nevada Magazine. Source: Sightseeing Tours Ultd.
- Increased presence on Facebook, Twitter, Flickr, and YouTube by posting blogs, photos and videos on a daily basis, and posting press releases and information about events and entertainment at venues located throughout the state. Nevada Magazine now has more than 1,800 fans on Facebook and its fans are increasing by more than 100 per month.
- Produced an entire issue related to the future of green businesses in Nevada, published feature stories on the Pony Express, 1960 Squaw Valley Winter Olympics and 75th anniversary of Nevada State Parks. Staff received dozens of complimentary letters on each issue, circulation and single copy sales increased and Web site viewership increased by 5% per month.
- Created an interactive program, "Tour Around Nevada," where staff encouraged residents to vote online for their town to become the next recipient to receive a story in Nevada Magazine. Staff then visited each winning town and presented a plaque and framed story at an event. Nevada Magazine has received more than 1,500 votes for different towns. Staff visited six towns, and the program has increased awareness of Nevada's rural communities and garnered new subscribers of Nevada Magazine.

SWOT ANALYSIS

The table below shows the comparative strength and weakness ratings for each state and uses indices to show the comparative strength of each state as compared to the average of all the states rated. An index rating of “100” indicates an average score, while a rating higher than 100 indicates an above average score. A rating below 100 indicates below average performance. Nevada’s above average ratings are highlighted in the yellow rows.

Nevada’s primary strength is that of value, which leads motivation for destination choice in the current economic climate. The chart also demonstrates Nevada’s perceived strengths and weaknesses, which may be enhanced through effective communications.

MARKET IMPACT OF TOURISM	TX	FL	NV	CA	AZ	NY	HI	CO
Is A Place With Lots to See & Do	85	98	90	108	90	107	106	97
Is Culturally Diverse	85	98	87	111	91	114	100	84
Is Scenic & Beautiful	81	97	85	108	100	90	117	111
Is Fun	84	101	101	106	91	100	111	96
Has Attractive Parks	86	101	82	109	96	93	110	108
Variety of Active Outdoor – hiking/climbing/biking	89	89	90	108	104	83	113	115
Has Diverse Urban Dining & Shopping	89	96	94	110	88	112	95	89
Has Large Exciting Cities With Nightlife	89	98	109	108	81	116	92	85
Has Excellent Beaches	83	133	55	125	56	76	145	57
Is Free Spirited & Individualistic	85	91	102	109	91	99	108	98
Has Interesting Historical Sites	104	92	83	102	99	111	104	98
Lots of Lakes & Boating Activities	93	114	91	105	86	91	102	102
Is Wacky & Youthful	82	94	105	112	86	96	106	95
Is Casual And Laid Back	95	103	94	105	102	70	119	104
Has Lots of Quaint Small Towns	101	93	88	104	102	96	100	111
Is Unique	91	95	104	101	95	106	114	96
Has a Unique & Desirable Lifestyle	89	99	90	103	99	95	118	106
Has Friendly People	103	102	98	98	105	81	115	107
Provides A Good Value For The Money	110	108	113	92	112	83	89	110
Overall Average	91	100	93	107	93	96	109	98

Yellow rows indicate where Nevada performed better than average (100 is average).

SOURCE: CTTC, 2009

STRENGTHS

Nevada leads the nation in a number of tourism-related activities and attributes, and many are “uniquely Nevada,” such as Burning Man, “The Loneliest Road in America,” cowboy poetry, mountain ranges, Lake Tahoe, national and state parks, museums and a 24-hour lifestyle. The two geographically diverse hubs, Las Vegas and Reno-Tahoe, are world leaders in their individual offerings. Nevada is a premier wedding destination and many communities have used this to their advantage, such as Lovelock and its Lovers Lock marketing campaign. Nevada also has deep roots in its Old West heritage such as the Pony Express, Snowshoe Thompson, Basque culture, the Emigrant Trail and the Comstock.

WEAKNESSES

In towns throughout rural Nevada, a lack of local funding has restricted marketing efforts and has also resulted in reduced hours and staffing of visitor centers. The declining economy has caused a number of tourism-related businesses to close in both the urban and rural areas, affecting the ability to deliver on the brand promise. Visitors must drive long distances on rural highways to reach destination attractions.

OPPORTUNITIES

NCOT continues to search avenues for new growth opportunities. NCOT will showcase new events, attractions and infrastructure. NCOT will further its participation in partnerships and co-ops and capitalize on hot buttons like the Winter Olympics. These opportunities, coupled with emerging technologies, will fortify NCOT’s promotional efforts over the next two years.



THREATS

A number of hurdles loom on the horizon for the state. Indian casinos continue to threaten gaming revenues in Laughlin, Primm and the Lake Tahoe/Reno corridors. Revenues for Nevada gaming and lodging properties are also imperiled by the uncertain economy and troublesome unemployment rate. Moreover, a diminished average daily room rate (ADR) has created an environment that undermines the allure of its higher-end properties and breeds a bargain hunter mentality. Nevada also faces more global competition. Misconceptions about the state, such as lack of scenic beauty and attractive parks, also pose obstacles, which Nevada must overcome.



STRATEGIC APPROACH

NCOT embraces emerging technologies and social networks to better address changing consumer behaviors. For example, in the past, consumers would plan and book their vacation four to six months out, while current trends show a booking window of just two to three weeks.

Long-lead tactics are no longer a viable method for connecting with consumers. NCOT utilizes technologies that accommodate timely adjustments to its messaging, so that it can better address the needs of today's consumer. Some of these technologies include: Internet, mobile Web, e-mail, browser-specific mobile applications (widgets) and in-stream video.

Social networks are becoming more and more entwined with technology. Twitter is becoming a force in search queries, while Facebook continues its social dominance with more than 400 million active users. Social networks are not unique; however, the integration of these social platforms into emerging technologies is fast becoming the most efficient and accepted means of communicating with the consumer.

The current economy has forced both public and private sectors to retool their traditional marketing, sales and public relations programs to accommodate new consumer behaviors. Adapting new strategies that allow flexibility in a constantly changing market is vital to tourism success.

PROPOSED NEW INITIATIVES

Meetings and Conventions

- Target meeting and convention planners to book meetings in rural Nevada.
- Target in-state meeting planners, state organizations and governmental departments who are either encouraged or mandated to hold their off-site meetings in-state.
- Increase visibility in meetings and conventions publications.
- Provide assistance through the grant program for rural communities to promote their convention space.
- Explore additional venues for hosting board meetings and retreats such as guest ranches.
- Add relevant Web site content.
- Promote on TripInfo.com.

Weddings and Honeymoons

- Support the Nevada Wedding Association and regional wedding organizations in promoting Nevada as a premier wedding and honeymoon destination. Possible tactics funded through the grant program could include:
 - Host Webinars about Nevada weddings highlighting rural locations such as Lovelock, Lamoille Canyon and Stillwater National Wildlife Refuge. Invite wedding planners to participate in the Webinar.
 - Attend bridal shows.

Webinars

- Invite tour operators and travel agents to participate in a Webinar about Nevada. Topics could include:
 - New attractions;
 - Air service updates, new flights;
 - Itineraries.

Cultural / Heritage Tourism

- Implement a marketing program to further promote Nevada's state museums.
 - Distribute brochures.
 - Send e-newsletters to Arts & Culture database of 13,000 consumers.
 - Museums.TravelNevada.com (microsite):
 - Photos;
 - Videos;
 - Coupons;
 - Search engine marketing;
 - Online display.
- Provide assistance through the grant program to help fund the production of collateral, such as brochures that promote rural museums and cultural attractions.

Parks

- Implement a marketing program to further promote Nevada's state parks.
 - Distribute brochures.
 - Include articles in e-newsletters sent to database of 162,000 consumers.
- Parks.TravelNevada.com (microsite)
 - Photos
 - Videos
 - Search engine marketing
 - Online display

Gay, Lesbian, Bisexual and Transgender (GLBT)

- Promote gay rodeos - National Gay Rodeo Association.
 - Promote gay pride parades throughout the state.
 - Add content to the Web site.
 - Search engine optimization
-

Pet-Friendly

- Add content to the Web site
 - Online display
 - Search engine optimization
 - Public Relations
 - Social Media
-

Diversity Markets

- Latino
 - Spanish radio interviews
 - Spanish print media
 - Promote parks for family outings
 - Promote shopping
 - Asian
 - Groups
 - Target San Francisco market
-

Medical Tourism

- Explore the potential for “medical tourism” where appropriate facilities exist.
-

Battle of the Greens Co-op

- Which state has the best golf – Nevada or Arizona?
- Referencing “Battle of the Bands,” create a friendly competition between Nevada and Arizona pitting one golf course against another and letting the consumers vote for their favorite course. The winning course then competes against another course and so on.

- This fun and lighthearted competition allows each state to highlight their best courses and gets the consumer directly involved creating a viral effect.
 - Additional fun golf facts will be posted to further create awareness of the two states’ vast number of golf courses and regional highlights.
 - Partner with RSCVA, LVCVA and tourism organizations, e.g., lodging properties, golf organizations, golf courses, destination marketing organizations (DMOs).
 - Combine resources in the development and execution of the campaign
 - Statewide participation
 - Partner with online travel agents (OTAs).
 - Assist in creating the buzz about the competition and encourage the national audience to vote
 - Promote package deals to Nevada
-

PROPOSED NEW INITIATIVES *(continued)*

Webisodes

- Develop and deploy Webisodes that offer a glimpse into what happens behind the scenes of a world-class destination. Feature Nevada’s unique offerings including historic attractions. The Webisode advertising approach invites viewers to experience something new on their own terms. It piques their interest without a sales message and therefore they feel more comfortable interacting with the brand.
- Each Webisode is approximately 5 minutes in length and resides on TravelNevada.com and various social media networks. From the captured footage, a 15-second trailer (promo) would be developed and used as a teaser to entice viewers to click through to watch the full-length Webisode.
- The Webisode strategy bolsters not only awareness of the Nevada brand, but also Web traffic.
- The 15-second commercial “hook” has to be compelling. It has to welcome viewers to experience the brand on their own terms and without shallow gimmicks. The commercial has to be intriguing enough to leave viewers wanting more.
- Themes:
 - Basque family history (JT’s in Gardnerville);
 - Marta Beckett (Amargosa Opera House);
 - Snow grooming (Lake Tahoe);
 - Chef (Casino-Resort buffet kitchen).

Video Series

- Create a series of videos with one or two staff going to various parts of rural Nevada, e.g. the Ward Charcoal Ovens, “The Loneliest Road in America,” Tonopah Mining Park, Lamoille Canyon.
- Post blogs along the way to get people interested in the next video.
- Post all the videos on YouTube, along with an inter-connective map of where staff has been and where they will be next.
- Advertise on Facebook.
 - 400 million active Facebook users
 - Flickr has more than 5,000 uploads a minute
 - Send out e-mail alerts to the entire database – encourage everyone within the state (especially state employees) to forward the e-mails to their friends and family.

Special Initiatives

- Publish special issues of Nevada Magazine highlighting each of the six territories as part of the magazine’s 75th anniversary.
- Promote the “Tour Around Nevada” within the pages of Nevada Magazine and on nevadamagazine.com.
- Encourage Nevada media to print/post/broadcast stories about Nevada travel destinations that will attract in-state visitors to take “staycations” and be tourists at home.

- Plan and conduct activities for a May 22 public/media event that completes a 3 1/2 - year project to create new whitewater facilities on the Carson River for launching rafts and kayaks in Carson City and taking out in Dayton. (May 2010)
- Redesign and expand Press Room Web page to offer a new, larger photo library and new, comprehensive Events Calendar designed primarily to drive travel to Reno and rural Nevada. (March 2010)
- Promote NCOT's new marketing/advertising initiatives with news, travel and meetings media through news releases, social media traffic and proactive individual media contact.
- Produce and conduct familiarization tours in rural Nevada with media and travel trade representatives from Germany, Canada and the United Kingdom, as well as domestic markets. (March, April, May, June 2010)
- Produce client events in cities that complement marketing initiatives in conjunction with existing shows and invite all Nevada industry attendees to participate.
- Develop an 18-month strategic plan for attending trade and travel shows (match territories to shows, identify host organization and number of volunteers needed, etc.) to maximize resources and ROI.
- Produce and deliver a new rural Nevada online training program module for travel professionals in the United Kingdom.
- Collaborate with other agencies (Nevada Commission on Economic Development, State Parks, Nevada Department of Cultural Affairs) to deliver ideas to rural Nevada that will stimulate interest from private industry to increase tourism and economic development.
- Work with territories to develop sales blitz programs to increase overnight stays in rural communities.
- Develop co-op marketing strategies by territory and then by community within each territory to complement statewide campaign.
- Launch a new sales and marketing initiative with the LVCVA, Arizona Office of Tourism and British Airways.
- Explore new mobile applications.

POSITIONING STATEMENT

Current Challenge:

Bolster Nevada as the value-positioned leader of the “unique and entertaining” and to stimulate immediate visitation.

Current Opportunity:

With tightened wallets influencing consumers’ vacation destination decision-making, Nevada can claim to be “North America’s Best Value Destination.”

Positioning the State:

With the RSCVA and LVCVA bookending the state’s tourism efforts in Reno and Las Vegas, NCOT will distinguish itself by providing complementary and diverse efforts that support these two great hubs.

Nevada’s brand positioning will have an acute focus on initiatives that penetrate deeper into Nevada’s rural experience, giving consumers more reasons to consider the state for leisure travel.

Nevada’s bedrock position is “free-spirited.” From the energized young Pony Express riders to the steadfast miners of the Comstock seeking their fortune to Snowshoe Thompson, who expressed his resolve in the Sierra, one thing shines true – the ability to freely express oneself and to pursue the unimagineable. Nevada has always reflected a free-spirited, 24/7 attitude.

In the mid-1800s, Snowshoe Thompson delivered mail over the Sierra in the dead of winter. Money wasn’t Snowshoe’s motivation – he was never paid for his 20 years of service – it was his free-spirited attitude.

Basque immigrants brought their free-spirited nature to Nevada in the mid-to late 1800s and to this day, celebrate their unique heritage.

Every day people flock to Nevada in hopes of striking it rich like the free-spirited miners of the Comstock.

Nevada’s free-spirited nature inspired one of the most eccentric and freely expressive events this nation has ever known – Burning Man.

The core position of “free-spirited” is an emotional and timely differentiator. By leveraging this core position and applying a sharp focus on immediate visitation in ways that present Nevada as a unique and entertaining destination, NCOT will inspire leisure travel to the state.





Niche-Targeted Online Banner Examples

TACTICAL APPROACH

MARKETING APPROACH

NCOT will launch the spring/summer campaign in April targeting Sacramento, Stockton, Modesto, Bay Area, Los Angeles, Salt Lake City, Las Vegas, Phoenix and Reno. This integrated campaign will utilize a mix of broadcast, Internet, print and mobile.

NCOT will purchase broadcast through Google traditional television, a new product that provides immediate viewership and additional data shortly after the commercial airs. This real-time data will allow the marketing department to optimize the campaign mid-stream as opposed to evaluating upon completion of the flight. In addition, NCOT will advertise through in-stream video based on the results of the winter campaign and industry trends.

In addition to the core advertising campaigns, NCOT will actively promote rural Nevada through the distribution of the visitor's guide (paper and digital), e-newsletters, print, search engine marketing (paid placement and search engine optimization) and social media.

To encourage short-term travel, NCOT will further explore and expand cooperative opportunities such as working with Southwest Airlines, online travel agents and partners throughout the state.

NCOT will utilize the latest available research, campaign findings and media trends to effectively reach the target audience. The marketing department will refine its Internet, mobile and social media initiatives as technology continues to evolve.



MEASUREMENT:

- Maintain the current ROI of 1:17 – Every \$1 NCOT spends on advertising generates \$17 in state and local tax revenue. (Based on visitors who indicated they were positively influenced by NCOT's advertising)
Source: FY09 Ad/Marketing Effectiveness Study – TNS Global;
- Maintain the overall impact of awareness, intent to visit and positive impact of advertising rate of 3.6%. (Measured on FY basis);
- Maintain the core Web site conversion rate of 22%, which includes destination referrals, visitor's guide requests, and e-newsletter sign-ups.

SALES AND INDUSTRY PARTNERS APPROACH

International Sales:

Staff will partner with other state, national and international tourism industry organizations to promote Nevada through sales missions, travel trade shows, familiarization tours, and by actively participating in international tourism associations and hosting special promotional events with a focus on the key markets in Europe, the United Kingdom, Mexico and Canada. The international offices will conduct ongoing sales calls, maintain a Web site, develop necessary collateral and take advantage of sales and marketing opportunities. Staff will also leverage the close proximity of offices for NCOT's China representative and National Tour Association and Visit USA representatives in Shanghai to provide a substantial cost savings and increase partnership opportunities. The LVCVA also has offices in Shanghai, which will enhance communications between the agencies' representatives.

MEASUREMENT:

- Contacts made at travel trade shows and sales missions;
- Leads generated at travel trade shows and sales missions;
- Attendance at consumer shows.

Domestic Sales:

Staff will participate in consumer and travel trade shows in targeted markets to promote Nevada's rural communities, attractions and events. Staff will continue to conduct familiarization tours and develop itineraries and necessary collateral.

MEASUREMENT:

- Contacts made at travel trade shows and sales missions;
- Leads generated at travel trade shows and sales missions;
- Attendance at consumer shows.



Rural Programs:

Staff will work with six tourism territory organizations to ensure grant-funded marketing projects complement NCOT's marketing campaigns and strategies and collaborate with other agencies such as Cultural Affairs, State Parks and NCED to deliver products, ideas and programs that stimulate growth in rural Nevada tourism.

MEASUREMENT:

- Increase attendance to special events;
- Increase visitation to Web sites;
- Extend reach for advertising efforts;
- Increase presence in trade shows and/or familiarization tours;
- Increase attendance to territory meetings;
- Broad distribution of collateral pieces;
- Increase in requests for information.

MEDIA RELATIONS APPROACH

The media relations department works to generate revenue for Nevada from visitor dollars by reaching and influencing as many consumers as possible through domestic and international media for mainstream and niche-market consumers. Activities include creating and conducting familiarization tours, distributing news and information about rural and urban attractions, amenities, activities and events to national and Nevada media through news releases, feature stories, social media, blogs, interviews, Web-based information and images and one-on-one contact at media trade shows and conferences, with a special emphasis on rural Nevada.

MEASUREMENT:

- The media relations department receives international story measurements from NCOT's representative offices in Canada, Mexico, China, the United Kingdom and Germany (for Continental Europe). Many of the stories are generated by familiarization tours to Nevada, which include Germany, Mexico, Canada and the United Kingdom for FY10. Staff expects to equal or exceed media coverage values for the international markets where NCOT was budgeted to conduct familiarization tours, which have totaled \$4 million for the first half of FY10;
- The media relations department monitors and measures the quantity and quality of online social media communication by checking the number of followers, the number of clicks and number of re-tweets (for Twitter). Staff expects an increased number of followers in FY10 and a corresponding increase in the number of clicks and re-tweets.

NEVADA MAGAZINE APPROACH

For the second half of FY10, Nevada Magazine will implement the following initiatives to increase awareness of Nevada Magazine and bring more visitors to the state and also encourage state residents to travel around Nevada.

- Market the 75th anniversary of the magazine, promoting across all media, including TV, radio, print, online, etc.;
- Publish a special issue, in addition to the six issues, reprinting the magazine's most memorable stories and photos from 1936 to the present;
- Host the 2011 International Regional Magazine Association conference;
- Capitalize on current branding campaign across all social media, Facebook, Twitter, etc.;
- Create new marketing programs with its new fulfillment company to increase magazine circulation;
- Continue working with distributors to increase presence in newsstands across Nevada and surrounding states.

MEASUREMENT:

- Increase revenues (advertising, subscription and newsstand) to support reaching the goal of becoming self-supporting;
- Interest in the magazine's articles, indicated by letters to the editor and requests for copies for meetings, conventions, etc.;
- Web site and social media visits.



CONCLUSION

Looking forward, NCOT staff will utilize cost-effective new technology and time-tested programs to expand markets and promote increased visitor numbers.

NCOT will launch and implement new programs and initiatives to enhance the efforts of marketing, sales, media relations and Nevada Magazine to generate revenue for Nevada by attracting more visitors.

An economical mixed-media spring/summer advertising campaign will include using Google's breakthrough in-stream video, which provides immediate viewership results that enable NCOT to track, target and shift resources to the most productive markets.

NCOT will concentrate on initiatives that penetrate deeper into the rural Nevada experience, such as positioning the brand to depict a "free-spirited" destination that captures the essence of the state's new and historical attractions, the roots of an Old West cultural heritage and satisfies the yearnings of visitors seeking stimulating, relaxing, distinctive vacations that deliver good dollar value.

Promotional services will complement LVCVA and RSCVA initiatives and support rural partners' efforts, using social media, search engine marketing, e-newsletter and paper and digital Visitor's Guide distribution.

NCOT will work with rural industry partners to attract more meetings and conventions to their communities.

NCOT will promote Nevada as a premier wedding and honeymoon destination.

NCOT will launch Webinars that inform travel agents and tour operators about Nevada's new attractions, air service and itineraries.

NCOT will implement marketing programs to draw more visitors to Nevada's parks and museums, using microsites (Parks.TravelNevada.com and Museums.TravelNevada.com) and nevadamagazine.com, photos, videos, search engines, brochures, online displays and e-newsletters to consumer databases.

NCOT will target lucrative markets, including gay, lesbian, bisexual and transgender (GLBT) market with Web content, search engine marketing and attending gay events; Latino through media interviews and parks promotions and Asian through group travel and San Francisco outreach.

NCOT will seize every opportunity to partner with other state, national and international tourism industry organizations and promote Nevada through productive, dependable participation in familiarization tours, trade shows, sales missions, media marketplaces and other activities aimed at increasing revenue by delivering more visitors.

The new initiatives outlined in this plan will be further explored and researched before executing. Priority will be placed on the initiatives that create the most immediate return.

Appendix A-1

COMMISSION ON TOURISM

General Provisions

NRS 231.160 Creation; divisions. There is hereby created a Commission on Tourism, consisting of:

1. A Division of Tourism; and
2. A Division of Publications, including Nevada Magazine.

(Added to NRS by 1983, 1161)

NRS 231.170 Members: Appointment; qualifications.

1. The Commission on Tourism is composed of 11 voting members as follows:

- (a) The Lieutenant Governor, who is its Chairman;
- (b) Eight members, appointed by the Governor, who are informed on and have experience in travel and tourism, including the business of gaming; and
- (c) The chief administrative officers of the county fair and recreation boards or, if there is no county fair and recreation board in the county, the chairman of the board of county commissioners, of the two counties that paid the largest amount of the proceeds from the taxes imposed on the revenue from the rental of transient lodging to the Department of Taxation for deposit with the State Treasurer for credit to the Fund for the Promotion of Tourism created by NRS 231.250 for the previous fiscal year.

2. A change in any member of the Commission who serves pursuant to paragraph (c) of subsection 1 that is required because of a change in the amount of the proceeds paid to the Department of Taxation by each county must be effective on January 1 of the calendar year immediately following the fiscal year in which the proceeds were paid to the Department of Taxation.

3. Of the members appointed by the Governor pursuant to paragraph (b) of subsection 1:

- (a) At least one member must be a resident of a county whose population is 400,000 or more.
- (b) At least one member must be a resident of a county whose population is 100,000 or more but less than 400,000.
- (c) At least two members must be residents of counties whose population is less than 100,000.
- (d) Four members must be residents of any county in this State.

(Added to NRS by 1983, 1162; A 1985, 1576; 1989, 1912; 1991, 465; 1999, 3114; 2001, 1961; 2007, 998)

NRS 231.180 Meetings; quorum; Secretary; removal of appointed members.

1. The Commission on Tourism shall meet once each calendar quarter, or at more frequent times if it deems necessary, and may, within the limitations of its budget, hold special meetings at the call of the Chairman or a majority of the members.
2. The Director is the Secretary of the Commission.
3. The Commission shall prescribe rules for its own management and government.
4. Six members of the Commission constitute a quorum.
5. The Governor may remove an appointed member from the Commission if the member neglects his duty or commits malfeasance in office.

(Added to NRS by 1983, 1162; A 1985, 567; 1991, 11; 2007, 999)

NRS 231.190 Salary of appointed members. Each appointed member of the Commission on Tourism is entitled to receive a salary of \$80 for each day's attendance at a meeting of the Commission.

(Added to NRS by 1983, 1162; A 1985, 404; 2007, 999)

NRS 231.200 Powers and duties. The Commission on Tourism:

1. Shall establish the policies and approve the programs and budgets of the Division of Tourism and Division of Publications concerning:
 - (a) The promotion of tourism and travel in this State; and
 - (b) The publication of Nevada Magazine and other promotional material.
2. May adopt regulations to administer and carry out the policies and programs of those divisions.
3. May from time to time create special advisory committees to advise it on special problems of tourism. Members of special advisory committees, other than members of the Commission, may be paid the per diem allowance and travel expenses provided for state officers and employees, as the budget of the Commission permits.

(Added to NRS by 1983, 1162; A 1985, 404)

NRS 231.210 Director: Qualifications; appointment; restrictions on other employment. The Director of the Commission on Tourism:

1. Must be appointed by the Governor from a list of three persons submitted to him by the Commission.
2. Is responsible to the Commission and serves at its pleasure.
3. Shall, except as otherwise provided in NRS 284.143, devote his entire time to the duties of his office, and he shall not follow any other gainful employment or occupation.

(Added to NRS by 1983, 1162; A 1985, 404; 1997, 616; 2007, 999)

NRS 231.220 Director: Powers and duties. The Director of the Commission on Tourism shall direct and supervise all its administrative and technical activities, including coordinating its plans for tourism and publications, scheduling its programs, analyzing the effectiveness of those programs and associated expenditures, and cooperating with other governmental agencies which have programs related to travel and tourism. In addition to other powers and duties, the Director:

1. Shall attend all meetings of the Commission and act as its Secretary, keeping minutes and audio recordings or transcripts of its proceedings.
2. Shall report regularly to the Commission concerning the administration of its policies and programs.
3. Shall serve as the Director of the Division of Tourism.
4. Shall appoint the Administrator of the Division of Publications.
5. May perform any other lawful acts which he considers necessary to carry out the provisions of NRS 231.160 to 231.360, inclusive.

(Added to NRS by 1983, 1163; A 2001, 2829; 2005, 1406; 2007, 999)

NRS 231.230 Employees.

1. The Commission on Tourism through its Director may:
 - (a) Employ such professional, technical, clerical and operational employees as the operation of the Commission may require; and
 - (b) Employ such experts, researchers and consultants and enter into such contracts with any public or private entities as may be necessary to carry out the provisions of NRS 231.160 to 231.360, inclusive.
2. The Director and all other non-clerical employees of the Commission are in the unclassified service of the State.
3. The clerical employees of the Commission are in the classified service of the State.

(Added to NRS by 1983, 1163; A 2007, 999)

NRS 231.240 Fees for materials prepared for distribution.

1. The Director of the Commission on Tourism may charge reasonable fees for materials prepared for distribution.
2. All such fees must be deposited with the State Treasurer for credit to the Commission. The fees must first be expended exclusively for materials and labor incident to preparing and printing those materials for distribution. Any remaining fees may be expended, in addition to any other money appropriated, for the support of the Commission.

(Added to NRS by 1983, 1164; A 2007, 1000)

NRS 231.250 Fund for Promotion of Tourism. 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 Commission on Tourism.

(Added to NRS by 1983, 476; A 1983, 1174)

Appendix A-2

Commission on Tourism

Division of Tourism

NRS 231.260 Duties. The Commission on Tourism, through its Division of Tourism, shall:

1. Promote this State so as to increase the number of domestic and international tourists.
 2. Promote special events 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 50,000, the Commission 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 Commission.
 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, with the assistance of the Division of Publications, brochures, travel guides, directories and other materials which promote travel and tourism in Nevada.
(Added to NRS by 1983, 1163; A 1989, 553, 1912; 2001, 1962)

Appendix A-3

Commission on Tourism

Division of Tourism

NRS 231.270 Formation of councils on tourism; production of promotional films; dissemination of information. In addition to its other duties, the Commission on Tourism through its Division of Tourism may:

1. Form a statewide council or regional councils on tourism, whose members include representatives from businesses, trade associations and governmental agencies, to provide for exchange of information and coordination of programs on travel and tourism.
2. Produce or cooperate in the production of promotional films which are suitable for broadcasting on television and presenting to organizations involved in travel or tourism.
3. Establish an office or offices which, by brochure, telephone, press release, videotape and other means, disseminate information on cultural, sporting, recreational and other special events, activities and facilities in the different parts of the State which will attract tourists from outside the State.

(Added to NRS by 1983, 1164)

Division of Publications

NRS 231.280 Powers and duties. The Commission on Tourism through its Division of Publications:

1. Shall prepare and publish a magazine to be known as Nevada Magazine. The 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.
2. Shall produce and assist in the distribution of printed promotional materials that are created to carry out the Commission's policies and programs. These services must be performed on a contractual basis.
3. May produce printed materials on tourism and economic development for other state and local governmental agencies on a contractual basis. The money received from producing these materials must be deposited with the State Treasurer for credit to a special account in the Fund for the Promotion of Tourism to be used to pay the Division's expenses.

(Added to NRS by 1983, 1164; A 1989, 310)

NRS 231.290 Fund for Nevada Magazine.

1. The Fund for the Nevada Magazine is hereby created as an enterprise fund.
2. All receipts from publication of the Nevada Magazine and from any other operation conducted by the magazine must be deposited with the State Treasurer for credit to the Fund, and all other financial activities related to the publication or other operations of the magazine must be accounted for in the Fund. Claims against the Fund must be paid as other claims against the State are paid.
3. This section does not preclude Nevada Magazine from trading advertising services for travel services which are required by Nevada Magazine or from trading its advertising services with other publications to promote Nevada Magazine if:

- (a) A fair market value can be established for the services;
- (b) The services are accounted for in the Fund; and
- (c) The State Board of Examiners approves the trade.

(Added to NRS by 1983, 455; A 1987, 834; 1989, 744)

