



Date: August 26, 2010

To: Board of Directors

From: Management Staff

Re: FY-2010/11 Draft TOT Budget and NLTRA Scope of Work for FY-2010/11 Placer County/
NLTRA Agreement

Background

As the board is aware, staff has been working with the Placer County CEO office over the last few months to finalize the FY-2010/11 Placer County/NLTRA agreement, the TOT Budget and the FY 2010/11 Scope of Work.

Attached to this staff report is the package to be submitted for County Board of Supervisor's approval on September 14, 2010. This includes: 1) Attachment A, Scope of Work; 2) Attachment A-2, Research and Planning Projects; 3) Attachment A-4, Transportation Programs & Services; 4) Attachment C, DRAFT FY 2010/11 TOT Budget; 5) Attachment D, Community Marketing Program Eligibility Criteria; 6) Attachment E, Marketing Performance Review Document; 7) Attachment F, Marketing Reserve Account Policy.

Additionally and under separate cover, the following attachments will be sent out early next week as these items get finalized between the NLTRA and the Placer County CEO's Office: 1) FY-2010/11 Placer County/NLTRA Agreement; 2) Attachment A-1, Compliance Matrix; and 3) Attachment B, Payment Schedule

Requested Action

Staff will review the attached information with the Board and pending discussion request the NLTRA Board of Directors approve the FY 2010/11 Placer County/NLTRA Agreement and supporting documents.

Attachment A



North Lake Tahoe Resort Association Scope of Work - FY-2010/2011

Background

For more than 15 years, the North Lake Tahoe Resort Association (NLTRA) has been a valuable partner for and with Placer County. The NLTRA has a successful track record of investing the Transient Occupancy Tax funds (TOT) granted by the Board of Supervisors, consistent with the recommendations of the master plans developed by the North Lake Tahoe community and adopted by the Board of Supervisors in 1995 and 2004.

Through its support of the NLTRA, and the Association's unique and effective network of partnerships, Placer County is able to significantly leverage these TOT funds to achieve an even greater level of Return on Investment (ROI) in the vital areas of marketing, transportation, and infrastructure. As documented in numerous studies, including the recent *Placer County Travel Industry Assessment and Detailed Economic Impact Estimates (2002-2008p)*, a continuation of this successful investment strategy is essential as part of efforts to keep North Lake Tahoe competitive as a nationally and internationally known destination.

Purpose

The importance of tourism to the economic health of North Lake Tahoe and Placer County has been documented in numerous studies conducted over many years, including the most recent *Economic Significance of Travel to the North Lake Tahoe Area (2003-2008p)* report (Dean Runyan Associates, August 2009). Accordingly, the adopted mission of the North Lake Tahoe Resort Association is to "promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area." The NLTRA expertise, services, and programs described in this Scope of Services are consistent with this mission.

Based on the Placer County-NLTRA agreement, the services provided by the NLTRA are summarized as follows: the NLTRA shall, 1) provide a full spectrum of management activities for tourism marketing and visitor services for the Placer County businesses of the North Lake Tahoe region; 2) undertake its activities to implement in full the **North Lake Tahoe Tourism and Community Investment Master Plan**; and, 3) assist with the planning, development and implementation of necessary public infrastructure improvements in the Placer County portion of the North Lake Tahoe region.

The NLTRA shall implement this Scope of Services through the following functions and expertise:

Tourism Division

Marketing, Advertising and Promotions, Group & Conference Sales, Leisure Sales, Special Events, Public Relations, Media Relations, Web Site, and Visitor Information Services

The mission of the Tourism Division is to *“promote North Lake Tahoe as a travel destination with the purpose of increasing travel spending within the region, including year-round occupancy and length of stay, generating additional Transient Occupancy Tax (TOT) revenues, sales tax revenues and maximizing the exposure and promotion of North Lake Tahoe on a regional, national, and international level.”*

The NLTRA Tourism Division conducted a series of workshops in the winter of 2009, designed to solicit input from marketing professionals and partners, and members of the community, for the purpose of updating North Lake Tahoe’s marketing strategies, plans and programs. The NLTRA has an adopted **Marketing Performance Reporting Document** which guides the tracking and reporting on Marketing “Return on Investment” (ROI) Indicators. The review of performance helps guide the development of each subsequent marketing plan.

Key Performance Objectives

- Increase marketing ROI performance as detailed in the Marketing Performance Reporting Document.
- Increase the number of Web site referrals to lodging properties.
- Continue to engage in communications with marketing partners, including lodging and attraction suppliers and co-op partners; conduct at least one annual “member and partners” workshop to review marketing strategies, investments and performance indicators and solicit feedback and input.

The following is a summary of the focus and activities of each department and function within the Tourism Division and Key Performance Objectives for each:

Group/Conference Marketing and Sales

The purpose of this function and program is to increase the number of meetings, and corresponding room revenues, held each year at North Lake Tahoe and to increase awareness of the region as a premier destination to the national and regional meetings industry. Specifically, the department works to develop group and conference business and provides referral and conversion services. Its efforts are focused in partnership with those properties, large and small, with the ability to book and serve group and conference business and who are members of the NLTRA Conference Program. Department programs consist of an integrated media and marketing plan, trade show schedule, sales missions and familiarization tours (FAMs), and client relations.

Key Performance Objectives

- The Conference Sales Program will continue the work necessary to further establish Placer County and North Lake Tahoe in the regional and national meetings market, with the goal of maintaining TOT and other revenues associated with group and meetings business.
- Improve competitive position, ease of navigation, and quality of content on the NLTRA's Web site, from the Conference Marketing and Sales program perspective.
- Maintain group and conference lead generation from the Web site.
- Maintain total leads and total booked revenue.

Leisure Marketing and Sales

The purpose of this function and program is to increase vacation and leisure travel to North Lake Tahoe. This effort focuses on building regional, national and international tourism business for North Lake Tahoe through a variety of trade shows, familiarization tours, promotional programs, training for travel and reservation agents, and media and public relations. The department targets three distribution channels for the sale of North Lake Tahoe vacations and vacation products: 1) direct to consumer; 2) travel agents; and, 3) tour operators.

The department serves as NLTRA's primary liaison with the cooperative tourism marketing programs available at the state level, in partnership with the California Travel and Tourism Commission (CTTC), an industry advocacy and cooperative marketing organization. These cooperative marketing programs include contracted General Sales Agents (GSAs) in targeted countries. Leisure Sales also coordinates the marketing and sales of the NLTRA's popular Ski Tahoe North multi-resort interchangeable lift ticket (STN), as well as the North Lake Tahoe Express service to and from the Reno-Tahoe International Airport.

Key Performance Objectives

- Host at least two trade FAMs per year, one with a summer focus and one with a winter focus; continue working with the NLTRA's Public Relations team and GSAs to host multiple media FAM trips during the year.
- Increase the number of Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product placement in the wholesale and tour operator sales channels.
- Increase awareness and sales of the Ski Tahoe North Interchangeable Lift Ticket (STN).
- Increase ridership on the North Lake Tahoe Express airport service.

Special Events, Projects and Promotions

The primary purpose of this department is to support the development, implementation and promotion of special events through available grant funding programs and event support services. During early FY-2009/10, the NLTRA developed a more aggressive special events strategy, along with a new Special Events Resource Guide for event producers and promoters that includes a description of the special events services and

support available through the NLTRA. The department manager continues to support the Tourism Division's new event development effort and the Community Marketing Grant Program administered by the North Lake Tahoe Chamber of Commerce Advisory Committee. Promotional responsibilities of the department include coordinating special events with the www.GoTahoeNorth.com Web site, www.NorthLakeTahoeChamber.com, and other internet marketing channels.

Key Performance Objectives

- Fully integrate department expertise with community and resort sponsored and/or produced events.
- Make available the *Special Events Resource Guide* for event producers and promoters that includes a description of the special events services and support available through the NLTRA.
- Provide technical support and assistance to grantees of the Community Marketing Grant Program, as requested.
- Assist area special events producers in the completion of ROI reports, as required.
- Work to develop a major special event with national and international television coverage.

Autumn Food and Wine Key Performance Objectives

Develop additional partnerships and events designed to expand the appeal and success of the Lake Tahoe Autumn Food & Wine Festival. This includes working with the Board appointed Special Events Working Group to determine the overall strategies of events and how those events fit into our marketing of North Lake Tahoe. In addition, specific measurable metrics have been incorporated to determine the effectiveness of this and other NLTRA support special event efforts. These metrics include the tracking and analysis of the following:

1. Total Event Attendance (by local, regional, and national)
2. Total Ticket Sales
3. Total Event Revenue
4. Total Web Site Visits
5. Total Web Impressions
6. Total Web Site Referrals
7. Total Public Relations Advertising Equivalency
8. Percent of Positive Media Coverage
9. Total Rooms Booked (where available)
10. Total Economic Impact

Web Site Strategies and Key Performance Objectives

As the main fulfillment channel for all marketing efforts, the GoTahoeNorth.com Web site must be fully leveraged to maximize the promotion of the entire North Lake Tahoe area, while delivering compelling consumer content. To that end, a significant effort is underway to review and enhance the functionality and use of this important asset. To help guide this effort, the NLTRA Board of Directors has appointed a Web Strategy Working group, made up of various members of NLTRA committees and the

community, to review and recommend to the board, strategies for further improvements to the Web site.

Below are strategies being considered:

1. Dedicated Web site content manager
2. Improved navigation functionality
3. Improved and expanded content
4. Expansion of social media efforts
5. Expansion of video collection and distribution

Various Key Performance Objectives will be tracked and analyzed throughout this process to determine success of this Web Strategies effort. These include:

1. Total Unique Visitors
2. Cost Per Visitor
3. Percent of Direct and Bookmarked Visitors
4. Number of Repeat Visitors
5. Number of Lodging Referrals
6. Lodging Referrals as a Percent of Total Unique Visitors
7. Search Engine Referrals
8. Organic Search Engine Results

Public and Media Relations

This program focuses on efforts to increase public and media awareness of North Lake Tahoe as a premier year-round travel destination, to generate additional editorial coverage in national and regional publications and communication channels, and to help expand the reach of NLTRA marketing and advertising campaigns. Press kits are assembled on CD and distributed twice a year - winter and summer. Various media familiarization trips are organized and supported throughout the year, and assistance is provided to writers on assignment. The Public Relations team also: 1) helps support the Media Center on www.GoTahoeNorth.com to make it more useful to members of the media on assignment and/or those researching information about North Lake Tahoe; 2) provides input and support to the NLTRA's Video News Release (VNR) Program, and various other electronic media efforts, to ensure a consistent and accurate depiction of North Lake Tahoe; and, 3) helps provide information regarding the NLTRA and its programs in the local community and surrounding region.

Key Performance Objectives

- Increase the Advertising Equivalency of public relations efforts.
- Increase reference to, and the exposure of, the www.GoTahoeNorth.com Web site in editorial stories and features about North Lake Tahoe.
- Increase the number of media contacts and press releases downloaded from the GoTahoeNorth.com Web site.

Visitor Information Services

The purpose of the NLTRA's visitor information function is to provide high quality, comprehensive and convenient information services to area visitors. This information,

and the way in which it is presented, is intended to enhance the North Lake Tahoe experience and encourage longer stays and/or return visitation. The NLTRA employs knowledgeable staff and conducts training as necessary for new or seasonal staff. It is the goal of the NLTRA to continuously improve the quality of its visitor information services and expand the network of opportunities to provide such information.

The Tahoe City Visitor Information Center (open year-round) also provides referral services for NLTRA/North Lake Tahoe Chamber of Commerce member businesses and gives members an opportunity to display their collateral. The Center serves as a “front counter” for Chamber membership services and provides a variety of public services, such as the sale of tickets for a variety of area special events. During the peak summer season, the NLTRA operates a Visitor Information facility in Kings Beach, located at North Tahoe Beach, near the intersection of highways 28 and 267, on property owned by the California Tahoe Conservancy.

Key Performance Indicators

- Track the number of visitors served (walk-ins and telephone contacts) at the year-round and seasonal Visitor Information Centers; increase the number of visitors served using appropriate strategies as may be available.

Community Marketing Program

The purpose of the Community Marketing Program is to help coordinate with and support the efforts of the Chamber/NLTRA’s community marketing partners, including, but not limited to improving the marketing and promotion of specific geographic areas within the region through the **Resorts and Towns of North Lake Tahoe** component of the NLTRA’s marketing efforts. Program goals include promoting community economic vitality and hospitality and helping to fund community marketing collateral and related projects, as identified in the NLTRA’s adopted **Community Marketing Program Grant Funding Criteria**. A portion of the grant funds available is set aside to help support and promote regional special events. An important focus of the Community Marketing Program is to help ensure an enjoyable, memorable guest experience and stimulate return visitation to the area. Consistent with the Placer County/NLTRA agreement, the Community Marketing Program is administered by the North Lake Tahoe Chamber of Commerce Advisory Committee, with the final approval of all grant recommendations by the NLTRA Board of Directors.

Key Performance Objectives

- Improve the quality and distribution of “in market” visitor information and achieve greater coordination of advertising and promotional messages with those of the NLTRA in drive and destination markets.
- As resources are available, continue to expand the special events component of the Community Marketing Grant Program, consistent with NLTRA special event marketing strategies and objectives and the adopted Community Marketing Grant Program Funding Criteria.

Support for Other Marketing Programs

Annually, by agreement with specific entities, the NLTRA provides financial and technical support as a partner in several regional cooperative marketing programs. These include the North Lake Tahoe Marketing Cooperative, Sierra Ski Marketing Council, Regional Marketing Committee, Placer-Lake Tahoe Film Office, North Tahoe Events Center, and the North Lake Tahoe Wedding and Honeymoon Association.

Visitor Support Services (Transportation) and Infrastructure Development

The mission of the Visitor Support Services and Infrastructure Development is consistent with the NLTRA Master Plan, to *“Improve Visitor and Community Infrastructure Facilities & Transportation Services for the Benefit of North Lake Tahoe’s Tourism-based Economy.”*

In the spring of 2010, the NLTRA completed and adopted the annual update of its ***Integrated Infrastructure and Transportation Work Plan*** and ***Long Range Funding Plan***. The Integrated Work Plan is an “action plan” for FY-2010/11 that includes project priorities, descriptions, lead agencies and identifies project partners. It also estimates funding requirements, suggests time frames for project completion, and quantifies “flexible funding” requests for transit projects. The Long Range Funding Plan is updated as a tool to assist in budgeting, evaluating additional projects that may be proposed, and establishing long-term investment priorities. The *Long Range Funding Plan* adopted this year is for the period 2010-2015.

Visitor Support Services (Transportation)

The Visitor Support Services allocation provides funding for the NLTRA’s contributions to the operation of Placer County’s Tahoe Area Regional Transit (TART) system and other visitor serving transit and transportation services in eastern Placer County. NLTRA funds are typically targeted to provide additional or enhanced transit services in the area, including service added during peak periods. A comprehensive list of services expected to be provided this year is included as Attachment A-4.

For FY-2010/11, funding for additional and enhanced services is being provided, along with funding to assist TART in maintaining its “base level services.” This funding is necessary due to the California reduction of state funds supporting public transit at the county and city level.

Transit services provided by operators other than TART to which NLTRA funds are contributed include the North Lake Tahoe Express Airport Shuttle (NLTE), the summer Nightrider service and the winter ski shuttle to Sugar Bowl/Donner Summit. Both the Express and Nightrider are operated under contract with the Tahoe Transportation District.

Visitor Support Services also funds annual peak season traffic management programs. Currently, the NLTRA funds the “Tahoe City Three Lane Program” in winter, and in summer, traffic management in downtown Tahoe City each Thursday morning (to assist

the flow of traffic in and out of the Tahoe City Farmer's Market on Commons Beach), and traffic management efforts in downtown Kings Beach.

Key Performance Objectives

- That NLTRA transit service investments continue to result in increased passengers per vehicle service hour for the systems funded all or in part by the NLTRA, including components of the TART system.

Infrastructure Development

Consistent with the direction and goals of the adopted *North Lake Tahoe Tourism and Community Investment Master Plan*, and the projects specifically listed in the adopted *FY-2010/11 Integrated Infrastructure and Transportation Work Plan*, this department will continue to initiate, participate as a partner, and monitor and report on the status and progress of projects and programs funded through the Infrastructure Account.

Key Performance Objectives

- Achieve measurable progress in the implementation of infrastructure projects for which funds have been budgeted in the FY-2010/11 Integrated Work Plan.

Research and Planning

Annually, the NLTRA engages in Research and Planning activities that provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Infrastructure and Transportation projects, or efforts to further implementation of the adopted *North Lake Tahoe Tourism and Community Investment Master Plan*.

Resort Association Administration/Management Team

The NLTRA is established as a 501(c)(6) community based California non-profit public benefit corporation. The function of the NLTRA's administration and management team is to manage the corporation and the full spectrum of Resort Association services and programs operated by the corporation. These include, but are not limited to: consumer marketing and advertising, group/conference marketing and sales, leisure sales, special events, projects and promotions, public and media relations, marketing research and evaluation, visitor information services, visitor support services (transportation), and infrastructure development. NLTRA administration is responsible for managing the company's human resources, accounting and financial services, internal controls, budgets and forecasts, cash flow analysis, capital planning, and the accurate reporting required to support all of the NLTRA's functions and responsibilities. The NLTRA undergoes an annual review of its Financial Statements and an Independent Auditor's Report is prepared by a Certified Public Accountant each year.

Other NLTRA Services and Activities

Preparation and Adoption of the TRPA Regional Plan Update for Lake Tahoe

The NLTRA continues its involvement with efforts by the TRPA to complete work on a Regional Plan Update. This is a planning process with significant ramifications for the

NLTRA/North Lake Tahoe Chamber of Commerce membership and our many partners, including Placer County.

It is essential that the Regional Plan Update spell out how the anticipated new water quality standards and regulations for Lake Tahoe (Tahoe Total Maximum Daily Load, aka TMDL) will be incorporated into the Plan Update; also how the Plan (and TRPA) intends to facilitate amendments to Lake Tahoe's Community Plans. Lake Tahoe's Community Plans were adopted in partnership with the Basin's local governments; accordingly, a local government planning process will also be required to update and amend Community Plans. Placer County will need to be involved in this process for the Community Plans within the County at Lake Tahoe, including Kings Beach and Tahoe City.

Specific NLTRA/Chamber Regional Plan Update Activities

Key Performance Objectives

- Continue efforts to ensure the TRPA Regional Plan Update will stimulate vital business and community investments and avoid inflexible regulations and stifling regulatory programs. This effort shall include, but not be limited to, review of the recently completed Regional Plan Initiative and work with TRPA to incorporate its findings and recommendations into the Regional Plan Update.
- Advocate and assist, as appropriate, with implementation of the Placer County/TRPA Community Enhancement Program (CEP), intended to help implement innovative mixed use and transit oriented development projects designed to achieve environmental, economic and community goals.
- Continue to work in cooperation with Placer County and other partners to support redevelopment and workforce housing goals and projects for North Lake Tahoe through the regional and local planning process.
- Ensure implementation of Phase II of the Community Sustainability Indicators Project for the Lake Tahoe Basin, to include data gathering and analysis of indicator trends.

Legislative Advocacy

Key Performance Objectives

- Continue advocacy efforts to secure additional federal and state funding for the adopted Lake Tahoe Environmental Improvement Program (EIP). Such efforts shall include work on reauthorization of the federal **Lake Tahoe Restoration Act** (LTRA) as well as EIP investments from the states of California and Nevada.
- Continue advocacy efforts to maintain the new source of federal funds for transportation project development at Lake Tahoe through the Tahoe Transportation District (support for specific provisions in the new federal transportation bill, MAP-21).
- Continue advocacy efforts to secure one or more new sources of federal transit operating funds for Lake Tahoe (support for specific provisions in MAP-21).
- Continue advocacy efforts to secure project funding through the annual Congressional earmark process.

Maintaining and Developing Partnerships

The NLTRA will continue to use staff time and resources to maintain, enhance and develop new partnerships, so that NLTRA funds for infrastructure, transportation and marketing projects and programs are leveraged with other funds to the maximum extent possible. For infrastructure and transportation planning projects, this effort involves working with a variety of local, regional, state, and federal agencies to help develop funding and implement projects. For marketing projects and programs, the NLTRA's Tourism Division works with a variety of local, regional, and state partners to develop and deliver leveraged marketing investments and opportunities.

Partnerships with Placer County and Related Agencies

The NLTRA is committed to continuously improving understanding, communications and the productivity of its partnership with Placer County. These include work with the Placer County Executive Office and the Board of Supervisors, Department of Public Works and TART, Placer County Office of Economic Development, Placer County Redevelopment Agency, Planning, Public Information, Facilities Services, and Revenue Services, along with the Placer-Lake Tahoe Film Office, Placer County Visitors Bureau, PlacerArts, and the Placer County Transportation Planning Agency (PCTPA).

Other NLTRA Services Not Funded or Included in the Placer County/NLTRA Agreement

North Lake Tahoe Chamber of Commerce

The North Lake Tahoe Chamber of Commerce is operated under the umbrella of the NLTRA, which provides management, fiscal governance, and program and policy support. The Chamber's adopted mission is *"to take specific actions to help improve the opportunity for local businesses to achieve and sustain success; to promote business, tourism, and the economic, cultural and civic welfare of the greater North Lake Tahoe community."* Funding for the Chamber comes solely from memberships and program revenues. The Chamber promotes member businesses and community organizations and actively helps support the NLTRA's mission to provide quality visitor information and "in market" marketing strategies. Chamber programs and events include educational seminars and workshops, community forums, strategic initiatives, membership mixers, luncheon programs, NorthLakeTahoeChamber.com, NorthLakeTahoeJobs.com, an annual business and community organization Expo, and an annual Community Awards Dinner.

In partnership with the North Tahoe Business Association and the Truckee Donner Chamber of Commerce, the North Lake Tahoe Chamber is a sponsor of the **North Lake Tahoe Truckee Leadership Program**.

Another Chamber initiative, ***The Community Fund of North Lake Tahoe***, is unique among local charitable giving opportunities. It has been established by the North Lake Tahoe Chamber, in collaboration with the NLTRA, as a Field of Interest Fund through the Truckee Tahoe Community Foundation. The purpose of The Community Fund of North Lake Tahoe is to enhance the environmental, recreational, cultural and civic climate of the greater North Lake Tahoe area. It provides donors interested in making

these types of community investments with the means to secure tax benefits as allowed under U.S. tax codes for donations to a 501(c)(3) charitable organization.

A comprehensive set of Chamber objectives and actions in support of these objectives is described in the adopted ***North Lake Tahoe North Lake Tahoe Chamber of Commerce Business Plan*** (May 2010).

Attachment A2

RESEARCH AND PLANNING PROJECTS

Visitor Support Services

Infrastructure

Legislative Advocacy *	Legislative Advocacy **
<ul style="list-style-type: none"> • California-Houston Group • Washington D.C.-Carmen Group 	<ul style="list-style-type: none"> • California-Houston Group • Washington D.C.-Carmen Group
RMC Consulting Services	RMC Consulting Services
PCTPA Participation	Integrated Work Plan
Tahoe Transportation District	Data Collection for Infrastructure Projects
LSC Transportation Analysis	Advanced Infrastructure Project Studies
Data Collection for Transit and Transport	Community Workshops Materials
Advance Transportation Project Studies	Regional Planning Studies Participation
NLTRA Committee/Board Meetings Preparations	NLTRA Committee/Board Meetings Preparation
Regional Planning Studies Participation	Reproduction of Plan Documents
Community Workshops Materials	Community Surveys/Education ***

* Up to \$7500 VSS

** Up to \$7500 Infrastructure

*** Up to \$45,000 Infrastructure

ATTACHMENT A-4

PROPOSED 2010-2011 TRANSPORTATION BUDGET

ATTACHMENT A-4

FY 2010-2011 Approved Transportation Programs and Services

Traffic Management		
B-1	Winter Traffic Management (Existing)	\$22,000
B-2	Summer Traffic Management (Existing)	19,000
	Sub-Total Traffic Management Programs	<u>\$41,000</u>
Transportation/Transit Programs		
B-3	Summer Trolley Transit Service, Northstar, Squaw Valley, Kings Beach, Tahoe City, Nighttime (Existing)	\$199,100 *
B-4	Enhanced Winter Skier & Employee Transit Service, TART, Highway 89, & North Shore(Existing)	40,000 *
B-5	Enhanced Winter Transit Service TART, Highway 267	80,000 *
B-6	Enhanced Winter Skier Shuttle Truckee/Sugar Bowl	19,000
B-7	Reno/North Lake Tahoe Airport Shuttle Service (Existing)	115,000
B-8	Winter Nighttime Transit Service (Existing)	185,000
B-9	Summer Highway 267 Hourly Service (Nighttime)	40,000
B-10	Year Round Highway 89 Hourly Service (Fall & Spring)	130,000 *
B-11	Year Round TART Baseline Service (Summer and Winter)	304,800 *
	Sub-Total Transit Programs	<u>\$1,112,900</u>
	2010-2011 Transportation/Transit Total	<u><u>\$1,153,900</u></u>

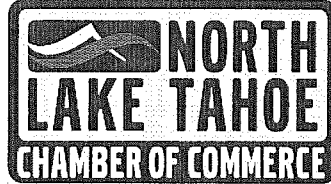
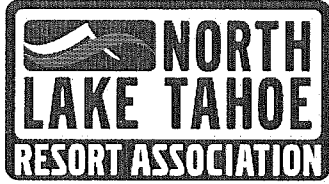
*Transit services provided by Placer County

\$753,900

FY 2010-2011 TAHOE TOT PROPOSED BUDGET
ATTACHMENT C

Marketing Resort Association Contract	Proposed Budget	Visitor Support Services Resort Association Contract	Proposed Budget	Tahoe Capital Improvements Resort Association Contract	Proposed Budget	Proposed Totals
Personnel/Overhead Cap-Direct Costs	511,000	Personnel/Overhead Cap-Direct Costs	77,000	Personnel/Overhead Cap-Direct Costs	83,000	671,000
G&A Indirect Costs	309,000	G&A Indirect Costs	35,000	G&A Indirect Costs	38,000	382,000
		Research and Planning	30,000	Research and Planning	60,000	90,000
		Memberships	5,000	Memberships	5,000	10,000
		Transit Programs-Peak Season TART	449,100			449,100
		Transit Programs-Non-County	359,000			359,000
		Traffic Management Program	41,000			41,000
		Snow Removal Enhancement-DPW	100,000			100,000
Direct Marketing Programs	1,032,209					1,032,209
Contract Services Welcome Center	40,000					40,000
Placer County Film	56,600					56,600
Community Marketing Programs	100,000					100,000
Subtotal-Resort Association Contract	2,048,809	Subtotal-Resort Association Contract	1,096,100	Capital Improvements (with BOS approval)	530,699	530,699
County Services		County Services		Subtotal-Resort Association Contract	716,699	3,861,608
% Share Misc-Administration	32,391	% Share Misc-Administration	8,483	County Services		
		Sheriff Patrol	50,685	% Share Misc-Administration	36,246	
		Animal Control	45,000	NTPUD-Beach Maintenance	77,798	
				TCPUD-Breach Maintenance	67,505	
				Facilities Dept-Beach/Park Maintenance	50,484	
Subtotal-Base County Service	32,391	Subtotal-Base County Service	104,168	Subtotal-Base County Service	232,033	368,592
		Base Transit Services Operated by TART	304,800	Supplemental-Tahoe Clinics	230,000	
				Supplemental-Public Safety	95,000	
Total County Services	32,391	Total County Services	408,968	Total County Services	557,033	998,392
Total Funding Uses	2,081,200	Total Funding Uses	1,505,068	Total Funding Uses	1,273,732	4,860,000
Hotel/Motel Tax Revenue		Hotel/Motel Tax Revenue		Hotel/Motel Tax Revenue		
Hotel/Motel Tax 8%	2,041,200	Hotel/Motel Tax 8%	534,600	Hotel/Motel Tax 8%	664,200	3,240,000
		Total Hotel/Motel Tax Revenue	534,600	Hotel/Motel Tax 2%	1,620,000	1,620,000
Flex from Infrastructure	40,000	Flex from Infrastructure	970,468	Total Hotel/Motel Tax Revenue	2,284,200	4,860,000
		Total Funding Sources	1,505,068	Flex to Marketing	(40,000)	
				Flex to Transportation	(970,468)	
				Total Funding Sources	1,273,732	4,860,000

Attachment D



2010-11 Community Marketing Grant Program for Business Association Partners Grant Funding Criteria and Application Form

Introduction:

The North Lake Tahoe Resort Association, in collaboration with the North Lake Tahoe Chamber of Commerce, has established the Community Marketing Grant Program. The purpose of this program is to provide community based business organizations specifically identified in the NLTRA/Placer County contract marketing and promotional support for projects and programs targeted at visitors to the region that generate local and regional business revenue; provide local and regional media exposure, and opportunities for public relations.

All Community Marketing Grant Program applications are reviewed by Chamber staff, then reviewed by the Chamber of Commerce Advisory Committee during a regular public meeting. If approved by the Advisory Committee, the grant applications are then considered by the Board of Directors of the North Lake Tahoe Resort Association, typically as a Consent Calendar item on a regular Board agenda.

Grant Eligible Organizations

Certain community based business organizations, specifically defined in the NLTRA/Placer County contract, are eligible to submit applications for Community Marketing Program grants. A specific amount of total funding is set aside for these organizations each year. Currently, these organizations are the North Tahoe Business Association, West Shore Association, Squaw Valley Business Association, Tahoe City Downtown Association, and Village at Northstar Association.

Grant Program Deadlines:

Community Marketing Program (CMP) grants deadlines apply within the fiscal year (July 1 - June 30).

Deadline: Open

Note: Applications will be reviewed within 30 days of acceptance with final decision announced shortly thereafter.

E-2-17

Grant Program Eligibility Criteria:

To clearly establish eligibility for your CMP grant application, please comply with the following selection criteria.

CMP grants are designed to provide marketing and promotional support: including, but not limited to, the design, development and distribution of marketing collateral, promotional efforts, and/or advertising efforts which help generate local and regional business revenue (including Sales Tax and Transient Occupancy Tax) and promote the commercial/geographic area(s) of the requesting organization/entity.

Grant Eligible

- Geographic area advertising (TV, radio, print, Internet)
- Production and printing of promotional materials (brochures, flyers, posters, etc.)
- Production and printing of signage used to direct and/or inform visitors.
- Marketing and promotion in support of special events which benefit more than one geographic area of the region, or the region as a whole.

Grant Ineligible

- Capital Investments
- Salaries
- Operational Overhead
- Vehicle expenses (Fuel, etc.)
- Food, Beverage, Entertainment & Transportation
- Supplies, Equipment, Telephone, Security, Clean-up, Facility Rental

Dollar amounts to be awarded:

A specific amount of total funding is set aside for these organizations each year.

Grant Program Recipient Obligations:

To clearly establish eligibility for your CMP grant application, please comply with the following:

Use of the North Lake Tahoe Resort Association/ North Lake Tahoe Chamber of Commerce logo, indicating sponsorship and/or support on printed promotional materials, including brochures, flyers, advertising, and on signage as appropriate.

The North Lake Tahoe Chamber of Commerce and North Lake Tahoe Resort Association shall be named as an Additional Insured if grant funds are to be used to help support a special event. General Liability and Liquor Liability Insurance Limits must be at least \$1,000,000 for Each Occurrence, Damage to Rented Premises and Personal Injury.

An event sponsors must be prepared to provide the Chamber/NLTRA with copies of all approved event permits and licenses, as may be required by local or state agencies, upon the request of the Chamber/NLTRA.

Accountability and Documentation of Return on Investment (ROI) - Within 90 days of the project or event completion, all grant recipients must file a full ROI report to the office of the North Lake Tahoe Chamber of Commerce. (See Section B for ROI requirements).

Applications for the Community Marketing Program and any invoices for payment, based on an approved application, shall be sent to the Chamber as follows:

Kym Fabel, Manager
 North Lake Tahoe Chamber of Commerce
 PO Box 884
 100 North Lake Blvd.
 Tahoe City, CA 96145
 Ph: 530-581-8764 Fax: 530-581-7686
 Kym@PureTahoeNorth.com

SECTION A

Community Marketing Grant Program for Business Association Partners Application Form		
Date Submitted:		
1. Name of Applicant Organization:		
Mailing Address:		
City:	State:	Zip:
Telephone:	Email:	
Website:		
2. Chief Executive Officer:		
Mailing Address: (if different from above)		
City:	State:	Zip:
Telephone:	Email:	
3. Project Director:		
Telephone:	Email:	
4. How long organized?	Is organization non-profit?	
Purpose of organization:		

Tax ID Number:
Total annual budget:
How is project consistent with organization's mission or purpose?
How is project consistent with the <i>North Lake Tahoe Tourism and Community Investment Plan</i> ?
Total budget of project: Please submit copy of complete final budget
Promotional Plan: (Specify detailed media schedule. Indicate number of printed collateral and distribution plan . If item is sponsored, please describe sponsorship.)
North Lake Tahoe Resort Association funds requested: \$
Percentage, of total budget, requested from the NLTRA Community Marketing Program _____ %
Sources of other funding to support the project budget:
Description of how success of project will be measured (if applicable):

\$	Newspaper/Magazine
\$	Internet/Website
\$	Radio
\$	TV
\$	Rack Cards
\$	Brochure
\$	Direct Mail
\$	Printed Program
<hr/>	
Signature	Date
<hr/>	
Print Name and Title	

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SECTION B:

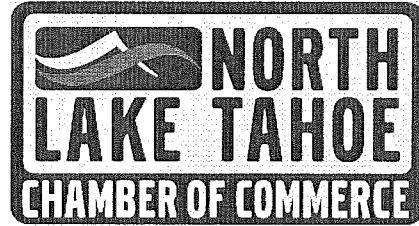
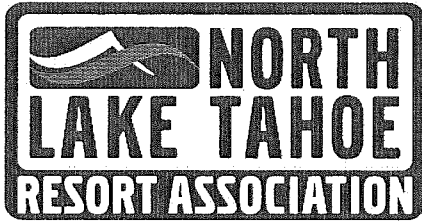
Required Accountability and ROI Documentation Report:

The following information must be submitted and presented to the Chamber Advisory Committee before the next granting cycle begins. Required reports must be submitted to the office of the North Lake Tahoe Chamber of Commerce. Please attach additional documentation and materials, as necessary.

1. Complete breakdown of all advertising and media campaigns executed, including ad cost, size frequency, circulation, distribution and gross impressions, if available.
2. Presentation/examples of collateral, advertisement sample(s), and printed materials produced.
3. Summary of public relations efforts and results.
4. Website/ Internet Statistics (e.g. online surveys, Internet postings, YouTube hits, etc.)

If the grant was for a special event, please also provide the following report:

A. Event attendance statistics and results of participant surveys, if taken.
B. Copies/examples of press releases and media coverage.
C. Summary information on:
• Post Event Summary:
• Your experience in raising funds for this event from other sources.
• Final actual expenditures and revenue statement.



2010-11 Community Marketing Grant Program Grant Funding Criteria and Application Form

Introduction:

The North Lake Tahoe Resort Association, in collaboration with the North Lake Tahoe Chamber of Commerce, has established the Community Marketing Grant Program. The purpose of this program is to provide marketing and promotional support to special events or projects and programs targeted at visitors to the region that generate local and regional business revenue; provide local and regional media exposure, and opportunities for public relations.

All Community Marketing Grant Program applications are reviewed by Chamber staff, then reviewed by the Chamber of Commerce Advisory Committee during a regular public meeting. If approved by the Advisory Committee, the grant applications are then considered by the Board of Directors of the North Lake Tahoe Resort Association, typically as a Consent Calendar item on a regular Board agenda.

Grant Eligible Organizations

As indicated in paragraph one, above, certain community based business organizations, specifically defined in the NLTRA/Placer County contract, are eligible to submit applications for Community Marketing Program grants. A specific amount of total funding is set aside for these organizations each year. Currently, these organizations are the North Tahoe Business Association, West Shore Association, Squaw Valley Business Association, Tahoe City Downtown Association, and Northstar Village Retailers Association.

The competition for special event grant funds is open to any community organization or business for a program or project targeted at visitors to the region that generate local and business revenue, provide local and regional media exposure, and opportunities for public relations. Since the funding for this grant program comes from Placer County Transient Occupancy Tax (TOT), through the North Lake Tahoe Resort Association, the public revenue and other benefits generated must accrue principally to areas within Placer County.

Grant Program Deadlines:

Community Marketing Program (CMP) grants deadlines apply within the fiscal year (July 1 - June 30).

Deadline: October 8, 2010

Note: Applications will be reviewed within 30 days of acceptance with final decision announced shortly thereafter.

Grant Program Eligibility Criteria:

To clearly establish eligibility for your CMP grant application, please comply with the following selection criteria.

CMP grants are designed to provide marketing and promotional support: including, but not limited to, the design, development and distribution of marketing collateral, promotional efforts, and/or advertising efforts which help generate local and regional business revenue (including Sales Tax and Transient Occupancy Tax) and promote the commercial/geographic area(s) of the requesting organization/entity.

Grant Eligible

- Geographic area advertising (TV, radio, print, Internet)
- Production and printing of promotional materials (brochures, flyers, posters, etc.)
- Production and printing of signage used to direct and/or inform visitors.
- Marketing and promotion in support of special events which benefit more than one geographic area of the region, or the region as a whole.

Grant Ineligible

- Capital Investments
- Salaries
- Operational Overhead
- Vehicle expenses (Fuel, etc.)
- Food, Beverage, Entertainment & Transportation
- Supplies, Equipment, Telephone, Security, Clean-up, Facility Rental

Dollar amounts to be awarded:

New special event and/or project and program grants requesting “seed” funding will be given priority consideration over returning grant recipients. (See Section A for specific details on special event and/or project and program funding).

The majority of grant awards given will be in the \$500 to \$2,500 range. Requests for more than \$5,000 should be for a large-scale event and/or program targeted toward a large visitor audience.

Unused or unclaimed funds will be reallocated to a deadline of April 1, 2011 or rolled over to the next grant cycle.

Grant Program Recipient Obligations:

To clearly establish eligibility for your CMP grant application, please comply with the following:

- 1) Use of the North Lake Tahoe Resort Association / Chamber of Commerce logo, indicating sponsorship and/or support on printed promotional materials, including brochures, flyers, advertising, and on signage as appropriate.
- 2) The North Lake Tahoe Chamber of Commerce and North Lake Tahoe Resort Association shall be named as an Additional Insured if grant funds are to be used to help support a special event. General Liability and Liquor Liability Insurance Limits must be at least \$1,000,000 for Each Occurrence, Damage to Rented Premises and Personal Injury.
- 3) An event sponsors must be prepared to provide the Chamber/NLTRA with copies of all approved event permits and licenses, as may be required by local or state agencies, upon the request of the Chamber/NLTRA.
- 4) If grant is awarded, grantee agrees to no less than one meeting with the NLTRA Special Events staff to review the event plan and provide suggestions and recommendations before grant funds can be released..
- 5) Accountability and Documentation of Return on Investment (ROI) - Within 90 days of the project or event completion, all grant recipients must file a full ROI report to the office of the North Lake Tahoe Chamber of Commerce. (See Section B for ROI requirements).

Applications for the Community Marketing Program and any invoices for payment, based on an approved application, shall be sent to the Chamber as follows:

Kym Fabel, Manager
North Lake Tahoe Chamber of Commerce
PO Box 884
100 North Lake Blvd.
Tahoe City, CA 96145
Ph: 530-581-8764 Fax: 530-581-7686
Kym@PureTahoeNorth.com

SECTION A:

Special Event and/or Project and Program Application:

If the Community Marketing Program application is for a special event, the following information must be provided to complete the application process. To ensure your application is qualified for the review process, please carefully profile your proposal against the eligibility criteria as listed in the **Community Marketing Program Grant Funding Criteria**, as well as the Special Event Criteria listed below.

1. The event must be held in the North Lake Tahoe area, as further defined by the service area of the requesting organization.
2. The timing of the event shall be consistent with the following principle as set forth in the **North Lake Tahoe Tourism and Community Investment Master Plan**.
 - In an effort to reduce pressure on tourism, community resources and infrastructure during periods of peak visitation, the NLTRA should help develop and promote special events during “strike zone” areas of opportunity.
3. Events that generate local and regional exposure and public relations value will be given priority consideration.

Date Submitted:		
1. Event Date	Event Name:	
2. Grant Amount Requested		
3.. Name of Applicant Organization:		
Mailing Address:		
City:	State:	Zip:
Telephone:	Email:	
Website:		
4. Chief Executive Officer:		
Mailing Address: (if different from above)		
City:	State:	Zip:
Telephone:	Email:	
5. Project Director:		
Telephone:	Email:	

6. How long organized?	Is organization non-profit?

Purpose of organization:
Tax ID Number:
Total annual budget:
How is special event consistent with organization's mission or purpose?
How is special event consistent with the North Lake Tahoe Tourism and Community Investment Plan ?
Narrative description of the event:
Purpose of event:

Total budget of event:	Please submit copy of complete final budget
Promotional Plan: (Specify detailed media schedule. Indicate number of printed collateral and distribution plan . If item is sponsored, please describe sponsorship.)	
North Lake Tahoe Resort Association funds requested: \$	
Percentage, of total budget, requested from the NLTRA Community Marketing Program _____%	
Sources of other funding to support the special event budget:	
Description of how success of special event will be measured (if applicable):	
\$	Newspaper/Magazine
\$	Internet/Website
\$	Radio
\$	TV
\$	Rack Cards
\$	Brochure
\$	Direct Mail
\$	Printed Program
_____	_____
Signature	Date

Print Name and Title	

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SECTION B:

Required Accountability and ROI Documentation Report:

The following information must be submitted within 90 days of the completion of the project, program or special event (or no later than September 15), funded all or in part by a grant from the Community Marketing Grant Program. Required reports must be submitted to the office of the North Lake Tahoe Chamber of Commerce. Please attach additional documentation and materials, as necessary.

1. Complete breakdown of all advertising and media campaigns executed, including ad cost, size frequency, circulation, distribution and gross impressions, if available.
2. Presentation/examples of collateral, advertisement sample(s), and printed materials produced.
3. Summary of public relations efforts and results.
4. Website/ Internet Statistics (e.g. online surveys, Internet postings, YouTube hits, etc.)

If the grant was for a special event, please also provide the following report:

A. Event attendance statistics and results of participant surveys, if taken.
B. Copies/examples of press releases and media coverage.
C. Summary information on:
• Post Event Summary:
• Your experience in raising funds for this event from other sources.
• Final actual expenditures and revenue statement.
• Is it your intention to request a North Lake Tahoe Chamber Community Marketing Program Grant next year?

Attachment E

Performance Measurement Document

Leisure Advertising

Advertising/Promotions/Media

Leisure Coop Budget Amount

Direct Paid Media Dollars

Added Value Media

Coop Programs Investment (NLT Coop)

Gross Media Impressions

Current Period

Prior Period

Current Period	Prior Period

Response/Inquires

Total paid clicks

Average cost per click

Average click thru rate

Current Period	Prior Period

Total Leads

Number of brochure / planner requests

Total email database

Database email open rate

Database email click thru rate

Total direct mail database

Ad recall/awareness

Cost per aware visitor

Total publication leads

Current Period	Prior Period

Database email open rate

Database email click thru rate

Current Period	Prior Period

GTN Online Activity

Total Unique Visitors

Cost per Visitor

Percent of Direct/Bookmarked Visitors

Time Spent on Consumer Website

Number of Repeat Visitors

Number of Cool Deals Posted

Cool Deals Pageviews

Number of Lodging Referrals

Lodging Referrals % of Total

Number of Events Posted

Search Engine Referrals

Organic Search Engine Results

Avg. Amount of #1 Positions

Avg. Amount of 1st Page Positions

Avg. Amount of 2nd Page Positions

Current Period	Prior Period

Current Period	Prior Period

% of Media Coverage Including Website Address

Bookings

--	--

Oct. - March 08/09 Oct. - March 07/08

Online Ticket Sales

Tickets sold online

Ticket revenue

Ticket commission

Event Marketing

Total Number of events supported

Total Attendance by Event Supported

Events Supported

50th Anniv. Winter Olympic Heritage Cele.

Lake Tahoe Music Festival

Lake Tahoe Marathon

Big Blue Adventure Race

Learn to Ski & Board

Snowfest

Tahoe City Downtown Assoc. Wine Walk

Fabulous Fall Celebration

PaddlePalooza

Autumn Food and Wine

Total Event Spend

Total Ticket Sales

Total Revenues

Total Attendance

Local %

Northern CA %

Destination %

Total Vendor Participation

Total Web Visits

Total Web Impressions

Total Web Click Thrus

Public Relations Advertising Equivalency

Conference/Group Sales

Conference Coop Budget Amount

Direct Paid Media Dollars

Added Value Media Dollars

Coop Programs Investment (NLT Coop)

Partner Leveraged Dollars

Oct. - March 08/09 Oct. - March 07/08

Leads

Number of leads

Lead room nights

Web page visits

Booked Business

Number of bookings

Booked room nights

Booked attendance

Booked Room Revenue		
Lost Business	Oct. - March 08/09	Oct. - March 07/08
Number of lost opportunities		
Lost room nights		
Lost attendance		
Arrived Business		
Number of bookings		
Number of booked room nights		
Number of booked attendees		
Booked attendees spending		
Personnel productivity metrics		
Number of leads-sales person A		
Number of bookings-sales person A		
Number of booked room nights- sales person A		

Travel Trade/Sales	Oct. - March 08/09	Oct. - March 07/08
Total Travel Trade Spend		
Leisure Trade Shows		
Number of trade shows attended		
Number of Coop shows		
Number of Sales Missions (call center trainings)		
Domestic		
International		
Leisure Familiarization Tours (FAMs)		
Number of Site Inspections		
Wholesale Product Placements		
Domestic Brochure Placement		
International Brochure Placement		
Number of NLTRA Pages with Domestic Suppliers		
Number of NLTRA Pages with Internatinal Suppliers		
Number of Properties Featured on Domestic Websites		
Number of Properties Featured on International Websites		

Attachment F
Memorandum – Adopted by the NLTRA Board, February 2003

SITUATION

1. Both the County and NLTRA have agreed that a “marketing reserve” should be created. The objective is to eventually accumulate a fund representing 15% of the average annual marketing budget, over several years. Based on a \$1,848,000 budget, the 15% target is \$277,200
2. The County has been clear that it does not intend to control the use of these funds, but will leave it to the discretion of NLTRA.

RECOMMENDATION

1. The Marketing Reserve will be treated as an “ internal reserve” (as per the definition proposed in #7 below).
2. The NLTRA Tourism/Executive Directors, may not expend these funds, except with the formal approval of the NLTRA Board, preferably with preview and approval of both Finance and Marketing Committees.
3. The criteria for the appropriate use of these funds is when NLTRA and its member businesses are experiencing a distinct shortfall in tourism business, due to unusual, economic, market or weather conditions, that would benefit from extra marketing efforts.
4. Any request for such funds from staff, should include the rationale, a targeted result, and be followed with an assessment of the actual results achieved.
5. NLTRA Accounting will need to track and report these funds, in such as way as to segregate them from normal operating funds.
6. Any Reserved funds that are accumulated, will automatically be rolled over into subsequent year’s budgets and will accumulate without limit, until an amount is achieved equal to 15% of normal annual marketing budget.
7. Any funds depleted as a result of the above actions will be replenished, as soon as practical. The manner of replenishment will be:
 - a. First from any external or internal marketing carry forward, from previous years, then:
 - b. as part of the normal budgeting process each year.
 - c. Any replenishment of the marketing reserve, (once established) would come from the same mechanism that the county and NLTRA are using to guarantee a consistent marketing operating budget going forward.
8. Recommended definitions for funds:
 - County Services: NLTRA funds earmarked by the county, for a specific designated purpose, and not available to either NLTRA Board or staff.
 - Internal Reserve: NLTRA funds earmarked, either by the County or NLTRA, available for expenditure by the NLTRA board, but not staff.
 - Contingency: NLTRA funds, within a specific departmental budget, not earmarked for any specific purpose, and available to be spent at the discretion of the supervising Director.