



north lake tahoe

Chamber | CVB | Resort Association

AGENDA AND MEETING NOTICE BUSINESS ASSOCIATION AND CHAMBER COLLABORATIVE

Thursday, March 12, 2015 – 3:00pm

Tahoe City Visitor Information Center

Mission of the North Lake Tahoe Chamber of Commerce

“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.”

Meeting Ground Rules inclusive of the 9 Rules of Civility

Be Prepared, Engage in Active Listening, Be Respectful of Others, No Surprises, It is OK to Disagree, Acknowledge Comments, but Do Not Repeat Comments

Business Association and Chamber Collaborative Members

NLTRA Board:

Kaliopé Kopley
Adam Wilson

Committee Members:

Caroline Ross, Chair
Squaw Valley Business Assoc.

Stephen Lamb
PlumpJack Inn

Stacie Lyans
Tahoe City Downtown Assoc.

Jaclyn Woznicki
Trunk Show

Kay Williams
West Shore Assoc.

Rob Weston
West Shore Sports

Mike Young
Incline Community Business
Assoc.

Blane Johnson
Sun Bear Realty

Amber Burke
Northstar California

Nate Burch
Northstar California

Joy Doyle
North Tahoe Business Assoc.

Michael Gelbman
Sierra Sun

Ginger Karl
NLTRA

County Representative **Cadence Matijevich**

Quorum

3 members including 1 NLTRA
Board Director

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

- A. Call to Order - Establish Quorum
- B. Public Forum: Any person wishing to address the Membership Advisory Committee on items of interest to the Committee not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes, since no action may be taken by the Committee on items addressed under Public Forum. (3 minutes)
- C. Agenda Amendments and Approval
- D. Approval of the Meeting Minutes-**MOTION**
 - January 8, 2015
 - February 12, 2015
- E. Regional Marketing Award Nomination & Event Details
- F. Touch the Lake vs Peak Your Adventure Campaign Comparison-Abbi Agency
- G. High Notes Proposal Campaign Overview-Abbi Agency
- H. 2014/2015 Marketing Grant Presentation-TCDA
- I. 2014/2015 Shop Local Campaign Development
 - Year-Round Program
 - Kit Sales Update
 - Kit Making Date to be Scheduled
 - Campaign Messaging
 - Social Media Pledge Making Tips & Schedule
 - Marketing Plan
 - Media Partners
 - Social Media Campaign Ideas
- J. 2015/2016 BACC Programs Funding Request-Brief Second Discussion
- K. Committee Member Reports/Updates from Community Partners (10 minutes – 2 Minutes each)
- L. Adjournment



north lake tahoe

Chamber | CVB | Resort Association

PO Box 884 - Tahoe City, CA 96145 Ph – (530) 581-8700 Fx – (530) 581-1686

BUSINESS ASSOCIATION AND CHAMBER COLLABORATIVE MINUTES

Thursday, January 8 – 3:00pm

North Lake Tahoe Visitor Information Center

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Adam Wilson, Stacie Lyans, Joy Doyle, Michael Gelbman, Stephen Lamb, Kay Williams, Amber Burke, Ginger Karl

RESORT ASSOCIATION STAFF: Sandy Evans Hall

OTHERS IN ATTENDANCE: Kayla Anderson for Incline Village Business Association, Lindsay Thayer for Shop Local, Jen GilanFarr from Jnonymous Web Development, Cassie Hebel from Truckee Downtown Merchants Association and Melody Rebbeck from Truckee Donner Chamber of Commerce

A. CALL TO ORDER – ESTABLISH QUORUM

1. The Business Association and Chamber Collaborative meeting was called to order at 3:06pm by Ginger Karl and a quorum was established.

B. Public Forum-None

C. Agenda Amendments and Approval

D. Approval of the Meeting Minutes

M/S/C (Doyle/Gelbman) (7-0-0) to approve the BACC minutes from December 10th

E. Touch the Lake

1. Update-286 Photo Entries, 345 Hash Tag Uses, Contest Finalists were chosen by Abbi, Winner chosen by Ginger
2. Winner received a \$200 West Shore package
3. January contest began on Jan. 5
4. Each district needs to gather a prize valued at \$200-just need 3 packages and Ginger will follow up in 2 weeks. Abbi is providing a \$200 amount for a prize, so one month is taken care of.
5. *January's prize was donated after the meeting by Stephen Lamb for a \$200 Dinner at PlumpJack Café & Bar.*

F. 2014/2015 Shop Local Campaign Development

1. Holiday Contest Reports-Over \$400K spent in the community, average per card was \$280. The record year was 2012 with \$198K revenue generated
2. Holiday Contest Feedback-
 - i. Codes- Some businesses forgot their codes or lost their pens. Each business was keeping track of their codes for a prize-wondering if this was necessary and the information would be used for. Idea was suggested to print stickers with the individual codes for each business. Maybe it is not necessary to have individual business codes but just track by district.
 - ii. Contest Cards- It was too hard to read the amounts on the blue squares on the contest cards. 10,000 cards was a good number with only 1,000 unused. Next year will print 12,500 cards because staff time is valuable.
 - iii. Stickers for Next Contest-It was discussed that each district might have a specific color of the generic circle stickers that are sold in bulk.
 - iv. Database-The database of participants can be used for the Shop Local Year Round Campaign and will be sent out to each district to add to their email lists.

D-1

- v. Reach-Program to start earlier next year. Next year- have posters out earlier but cards should not be given out earlier.
3. Year Round Program
 - i. Website-
 1. Everyone likes the shopping bag for the logo to have the Show Your Love-Shop North Tahoe Truckee
 2. Hero photos have a slider that includes the primary commercial areas
 3. Website is geared for the businesses-once businesses are signed up, then the direction will switch to the consumer
 4. Logos across the bottom, need to add the Placer County logo on bottom and also under sponsors since TOT is being used to develop site and start program
 5. Beta site will be sent out to all BACC Committee for input-Feedback needs to be sent to Ginger by Monday end of business
 6. Purchase of kits and stickers are coordinated through WebLink
 7. Add locations to the map
 8. Programs and events: Holiday Contest and Hospitality Holidays are both listed. Need to add the results for the Holiday Contest. There is no need to participate in all the programs to be a part of the year round program.
 9. Under Get Involved-the pledge campaign could have videos-also post these on Facebook, possibly add graphic on how \$ recirculates in the community
 10. Under Contact Us-there will be an email which will be directed to Ginger
 - ii. Program Roll Out Discussion/Stickers Update
 1. Stickers are being printed, and there will be sticker party to put the labels on the back of each sticker-3:00pm, Thursday. Jan. 15
 2. Shooting for Jan 20 to get the kits out to the businesses
 3. Press release or one sheet to Business Association in advance
 - iii. Banner Update
 1. New banner has arrived-two for the price of one-to be used for events we determine
 - iv. Marketing Responsibilities-
 1. Ginger proposed using social advertising on Facebook to boost fan base
 2. Ginger will look at in-kind with local radio and media
 3. Roll out with \$2,000 marketing budget
 4. Add logo as benefit to all businesses that participate-businesses can use the logo to promote their participation

G. Committee Member Reports/Updates from Community Partners

1. Stacie-Tuesday the 2th 5:30pm Volunteer Party for TCDA at the Blue Agave
2. Kayla-IVGID Community Appreciation Week, Next week is Learn to Ski & Ride at Diamond Peak-\$39 Lift Ticket, Driving Range at Championship Golf Course has opened
3. Ginger-Chamber Mixer next Thursday at Tahoe Tech at 5:30pm, Creative Cocktail, Feb. 3rd at Tahoe Art Haus & Cinema
4. Cassie-Snowfest! Cocktail Bingo
5. Melody-Labor Law Seminar next Thursday, Knowledge Bites on Facebook, Art of Small Talk on 21st at Goodness Sake, Chamber Mixer at Tree House Club House on Wednesday
6. Amber-Patron tequila release party on Thursday 15th at TC's Pub, Farm to Table Dinner, First Brewmaster Dinner Partnering with Lagunitas at the Tavern, Epic Promise Ski Challenge for local non-profits-donating over \$35,000
7. Joy-Community Building Workshop-Jan. 28, new networking and referral event on Feb. 5, Free small business seminar on how to plan a small event Feb. 3

H. Adjournment

1. The meeting was adjourned at 4:25pm.

Submitted By:
Sandy Evans Hall
CEO
NLT Chamber/CVB/Resort Association

D-2



north lake tahoe

Chamber | CVB | Resort Association

PO Box 884 - Tahoe City, CA 96145 Ph – (530) 581-8700 Fx – (530) 581-1686

BUSINESS ASSOCIATION AND CHAMBER COLLABORATIVE MINUTES

Thursday, January 8, 2015 – 3 pm

North Lake Tahoe Visitor Center

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Caroline Ross, Stephen Lamb, Stacie Lyans, Amber Burke, Joy Doyle, Ginger Karl

RESORT ASSOCIATION STAFF: Valerie Lomeli, JT Thompson

OTHERS IN ATTENDANCE: Cassie Hebel (Truckee Downtown Merchants Association), Melody Rebbeck (Truckee Donner Chamber of Commerce), Marianne Schneider (Reiki Tahoe/North Lake Tahoe Truckee Leadership Shop Local Team),

- **CALL TO ORDER – ESTABLISH QUORUM**

- The meeting was called to order at 3:08pm pm by Chair Caroline Ross and no quorum was established.

- **PUBLIC FORUM - None**

- **AGENDA AMENDMENTS AND APPROVAL**
M/S/C (Joy Doyle/Stacie Lyans) (7-0-0)

- **APPROVAL OF THE MEETING MINUTES**

No Quorum Established-Minutes from January 8, 2015 will be moved to the March 12 Agenda

- **Touch the Lake Campaign Update**

- Ginger discussed she's unable to get in contact with prize winner, Jenelle Potvin. Melody said she could reach out to Jenelle.
- Abbi Agency will be picking the top three finalists, and Ginger will choose the winner.
- Joy wanted to know if the numbers in the packet were just for January. Ginger informed that the results are since the campaign began in November. Peak Your Adventure had more "Likes" than Touch the Lake, which brings up discussion on why Touch the Lake potentially had an underperforming social media campaign.
- Discussion about what the differences were for performance metrics between Peak Your Adventure and Touch the Lake. Confusion of why the winter campaign had such a low number, compared to the summer campaign. Ginger will follow up with Abbi, and report back to the group.
- Overall discussion, Ginger will get in contact with Abbi to get a month to month analysis for comparison of the 2 mirror campaigns (Peak vs Touch)
- Amber has a question about Abbi and the results if they had any suggestions regarding the results, more of a recap and take on the campaign and what advice they can give.
- Joy has a request for Abbi, she would like if they can provide a "how to use social media" on personal accounts to reach out to more people, including everyone's sphere of contacts.
- Current February contest is Date on the Lake, for Touch the Lake. January Winner received a Plump Jack Café & Bar \$200 Gift Card.
- Joy was able to get Mourelatos Lakeshore Resort to donate a one night stay, approximately \$200, just no actual paper in hand, yet. Ginger suggests that we let Alex Mourelatos know that

he'll be provided social media prize recognition for his business when certificate is in hand for that designated month's prize.

- February: Sunnyside (*After meeting-will be purchased with \$200 budget*) March: Mourelatos April: **Still Need Prize**

- **2014/15 Shop Local Campaign Development**

- **Year-Round Program**

- **Kit Sales Update**

- 27 kits as of today, 70 kits left over, campaign may be now be officially and strongly pushed out. First 1k LOVE stickers arrived and 2k arrives in one week.
 - Amber asks how to know who in their region has purchased, Ginger informed that it's all online and we'll be sending out a confirmation email to those who are participating. About every two weeks, committee members will get a notice of who's signed up.
 - Joy asked if the members receive a CC of who has signed up, this way the kits can be picked up promptly. Ginger responded to point above that she will be sending out notifications every two weeks as this would be an easier way to manage the program.
 - Melody requested if members could keep a stack of kits, instead of having to drive to the Visitor Center. Ginger would like committee members to pick up the initial business kit sales at the Visitor Center, to keep track of inventory. Inventory must be kept tight.
 - If Business Associations would like a sample, they can purchase one for \$15.
 - Discussion about business owners picking up more stickers on their own, the group agreed it will be the businesses owners responsibility to purchase more 10 packs of stickers and pick up here at the Tahoe City Visitor Center.

- **Donation Recognition**

- Donation of \$25 from Barifot Photo, and purchased a Business Kit.
 - Ginger asked the group, should a designated space on a page be created on the website for Donations? Group agreed.

- **Direction from the Board of Directors**

- Board had the following comments:
 - Focus on dollars cycling back into the community.
 - Focus on what local businesses are bringing into the community?
 - Cost estimate of getting gas in North Lake Tahoe vs. Reno
 - Focus on "reduce your footprint"
 - Develop Positive vs. Negative talking points of shopping local
 - Explain the postcard, which goes with the sticker and explain the card to the consumer
 - Grow the program to Dine Local
 - Board would like to know what the formal plan is for growing the program- brainstorming at least
 - There is definite buy in to the sticker and the program from the Board
 - Overall goal is for everyone selling Shop Local Program to have a unified sales pitch

- **Website Review**

- Changed website kit quantity on website
 - Holiday contest area and what the contest was and announcing the winners from the press release

- Joy had a concern with her district, Kings Beach to Tahoe Vista or the four town names, needs to be clarified appropriately
 - Discussion: Districts names to be in one line, if all in one region
 - Kings Beach will change to Kings Beach, Tahoe Vista, and Carnelian Bay
 - Please add Crystal Bay after Incline Village
 - Ginger will contact Jen GilanFarr for the two biggest initial changes as she is out of the country for 2 months: the donation sponsor area and the above changes to the district names
 - **Marketing Plan (Social Media)**
 - **Pledges**
 - Request for people to sign up: Amber will reach out to Northstar staff for pledge. Group agrees they'll reach out to their sphere as well as board members for pledges
 - Social Media Advertising Campaign, Ginger suggested reaching out to people in other locations with the sticker of "Where is the Shop Local" sticker at? I.e. Friend in Germany takes a photo of the sticker, saying "Shop North Tahoe Truckee" spotted in Germany/Memphis/San Diego", etc
 - Full marketing plan to be discussed in March
 - \$4,600 left in budget
 - Question, what is the committee calling the campaign? Shop Local Program, with Show Your Love as the tagline
 - JT suggests, using the "Show Your Love" as the hash tag, everyone agrees, discussion to include Truckee. Group agrees to use **#ShopNorthTahoeTruckee** as hash tag.
 - There was also discussion of incorporating #wherearewewednesday
 - Ginger will reach out to Maria at 101.5 and other media outlets for trade to promote the program
- **2015/16 BACC Programs Funding Request-Initial Discussion**
 - Budget is in preparation for 2015/16 for another ask of \$70k, \$20k high notes, \$20k peak, \$20k Touch and \$10K Shop, initial Touch Lake Tahoe received \$30k and \$30k for Peak. This funding will be for July 1st, 2015
 - Request of an initial pitch of what everyone is thinking, and keep on the agenda till complete
 - Amber asks if \$70k is enough to ask for, or can we ask for more for another program
 - Caroline suggests ask for \$20k across the board and request an additional \$10k, since these programs benefit everyone on the committee. Total ask for all 4 programs will be \$80K this round
 - No new programs to be added at this time
 - Amber and Joy discussed the difference of getting visitors from the mountains to the lake in the winter time, and visitors from the lake to the mountains in the summer time
 - Discussion about Abbi and what they can provide about social media and what went wrong
 - Amber talked about High Notes, and paper print was harder to keep track of what was bringing in people, opposed to social media where there were solid results. Group suggested moving from print ads to social media. Another suggestion would be banners to be placed at each concert on either side of the stage as discussed last year
 - A plan to be presented to the board, and no later than May
 - Amber suggested a meeting with Abbi to be at the March meeting, and April meeting Abbi can present a draft plan for Peak, High Notes and Touch the Lake
 - Caroline suggested, that understand why Touch isn't performing well first, and Joy asked why we need the analysis, Caroline wants to see consistency
 - Amber will email out the plan of what was done last year for the print advertising for Peak to everyone

- **2015/16 Business Association Marketing Grant Requests Reminder & Schedule**
 - Presentations must be completed by June BACC Meeting
 - 5 BA's to present for the \$10k spend
 - Discussion: why does everyone need to present if they're already getting the money? Ginger will have Sandy discuss in the next meeting in March. *(Need answers prior to March meeting as TCDA is scheduled to present in March.)*
 - Tentative schedule for now: March-TCDA, April-NTBA and May-Squaw
- **Committee Member Reports/Updates from Community Partners**
 - Caroline, night tubing 14th-22nd at Squaw, season pass free ice skating. Also, pass holder appreciation month: Free appetizer, and in two weeks free pass to tubing
 - Joy, Tahoe Pubic art at the event center with a small parade. Don't Miss Out!
 - Amber discussed Valentine's Day Ski, Tost and be Merry, Mardi Gras-Fat Tuesday Whiskey Dinner, Mountain Table Dinner, s'more walk – February 21st at 4:30 pm, Rail Jam 18-under near the beach area. Epic Ski day has been postponed.
 - Ginger, 61st Annual Community Awards Dinner and Silent Auction update
- **Adjournment**
 - The meeting was adjourned at 4:30pm

Submitted By:
 Valerie Lomeli
 Executive Assistant
 NLT Chamber/CVB/Resort Association



Peak Your Adventure vs. Touch The Lake

Overall Campaign Comparison



775.323.2977



@theabbiagency



theabbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501



Campaign Parameters

#PeakYourAdventure

- Goal
 - Drive visitors to visit mountain resorts in summer months
- Duration
 - Jun 9 – Sep 30
 - 4 months total
- Budget
 - Monthly social buy: \$3,667
 - No print ad buy included in \$20,000

#TouchLakeTahoe

- Goal
 - Drive visitors to lake and lake communities in winter months
- Duration
 - Nov 1 – April 30
 - 6 months total
- Budget:
 - Monthly social buy: \$500
 - Print ad costs within overall budget: \$4,500



775.323.2977



@theabbiagency



theabbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501

Campaign Challenges

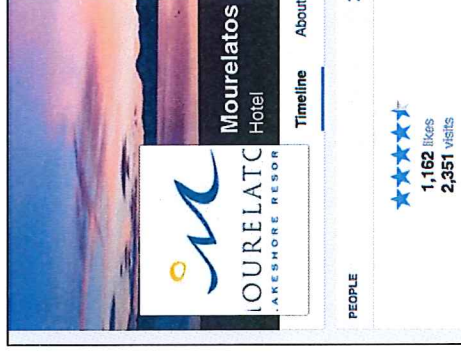
#PeakYourAdventure

- Hashtag used in locations outside of Tahoe
- Photos submitted down on the water of Tahoe



#TouchLakeTahoe

- Properties promoting contests have smaller fanbases than resorts
- Longer campaign reduces budget for social media promotion
- Limited photography for promotion



775.323.2977



@theabbiagency



theabbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501



Social Media Posts

#PeakYourAdventure

North Lake Tahoe
Sponsored • Edited 17h •

It's Week 3 of our #PeakYourAdventure Scavenger Hunt! Show us your pictures of hiking and nature in #TahoeNorth for the chance to win a \$300 package.

Submit by using the tag #PeakYourAdventure on Instagram or Twitter, or at this link: <http://bit.ly/1s3G5G4>

scavenger hunt

#PEAKYOURADVENTURE
week 3: hiking & plants

#PEAKYOURADVENTURE

There's nothing like a #TahoeNorth sunset at Incline Village.

Unbelievable #PeakYourAdventure scenic and fun package here: <http://bit.ly/1s3G5G4>

Tag photo • Add location • 56

Like • Comment • Share • Tell Comments •

Stacy, Melissa, Michelle • Tell Comments •

Charles Reed An unbelievable sunset over Incline Village. I came to the end of an 18 day road trip in the Incline Village area. The sunset was absolutely amazing. There's nothing like a #TahoeNorth sunset. Home is where the heart is. #PeakYourAdventure

Adrian Fournier Peterson Love it!

Kristen Kuntz Love adventures

Like • Reply • 14 August 2014 at 02:15

Like • Reply • 14 August 2014 at 02:42

View all comments

#TouchLakeTahoe

North Lake Tahoe
27 January at 08:53 •

There's still time to submit your photo to our January #TouchLakeTahoe contest! Winner will receive \$200 to the delicious Plumpick Cafe Squaw Valley.

Find out more and enter here: <http://bit.ly/1x8aPK2>

North Lake Tahoe
20 November 2014 •

#TouchLakeTahoe at Kings Beach! (Photo: Brand)

Show us how close you can get to rushing Lake Tahoe and you could be the winner of a \$200 package. Use the hashtag #TouchLakeTahoe, or enter at this link: <http://bit.ly/1x8aPK2>

UCHILAKETAHOE
#TouchLakeTahoe

14,450 people reached

Like • Comment • Share • 11 • 20

See Results

F-4



775.323.2977



@theabbiagency



theabbiagency.com



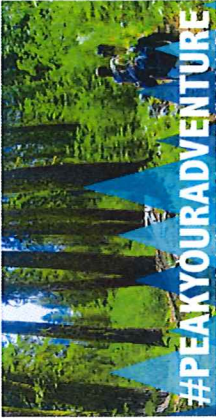
275 Hill St. Ste. 250 Reno, NV 89501

Social Media Ads

#PeakYourAdventure

North Lake Tahoe Sponsored

Summer isn't over! Submit your #PeakYourAdventure photo for the chance to win.



#PEAKYOURADVENTURE

#PeakYourAdventure
Get out, get active, and #PeakYourAdventure photo in the mountains around #TahoeNorth for the chance to win a \$300 package.

Learn More

Like - Comment - Share 102 12 3

North Lake Tahoe @Tah... 3 Sep, 3:07 PM

Summer isn't over...time to #PeakYourAdventure!



#PEAKYOURADVENTURE


Submit your photo for the chance to win a \$300 package!

Learn more

#TouchLakeTahoe

North Lake Tahoe Sponsored

We're feeling the #TouchLakeTahoe LOVE! Submit your "Date on the Lake" picture to win.




#TouchLakeTahoe

Photo Contest
Submit your photo with the tag #TouchLakeTahoe or at this link to win a \$200 prize to #TahoeNorth!

Like - Comment - Share 103 12 5

North Lake Tahoe Sponsored

Get down to the North Lake Tahoe communities and #TouchLakeTahoe this winter to win!



#TouchLakeTahoe Contest
Submit your photo near the North Lake Tahoe communities for the chance to win a \$200 gift card to Pumpjack Cafe and Bar!

Sign Up

Like - Comment - Share 12 3



775.323.2977



@theabbiagency



theabbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501



Social Media Ad Results

#PeakYourAdventure

- Monthly spend: \$3,667
- Paid Facebook Impressions: 632,000
- Paid Twitter Impressions: 123,000
- Total Ad Impressions: 755,000

#TouchLakeTahoe

- Monthly spend: \$500
- Paid Facebook Impressions: 169,164
- Paid Twitter Impressions: 28,584
- Total Ad Impressions: 197,748



775.323.2977



@theadbbiagency



theadbbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501

F-6



Campaign Duration Social Analytics

#PeakYourAdventure

Note: This data is associated with the North Lake Tahoe Brand pages as a whole during the campaign

- New Facebook Likes: 32.1k
 - Note: NLT was running an aggressive Facebook “like” campaign during this time
- New Twitter Followers: 1.2k
- New Instagram Followers: 1.2k

#TouchLakeTahoe

Note: This data is associated with the North Lake Tahoe Brand pages as a whole during the campaign

- New Facebook Likes: 2.7k
- New Twitter Followers: 2.0k
- New Instagram Followers: 1.7k



775.323.2977



@theabbiagency



theabbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501



Photo Contests

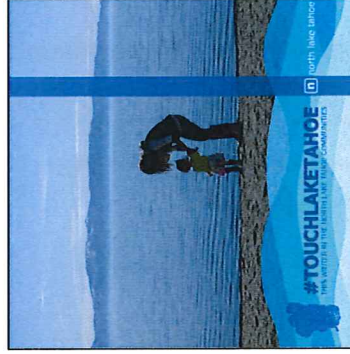
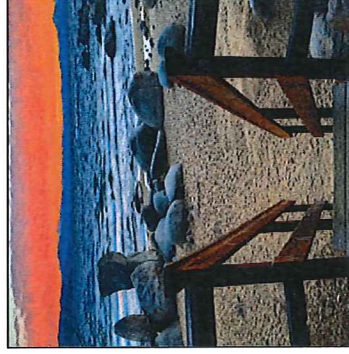
#PeakYourAdventure

- Three social media contests
 - Contest 1: 223 submissions
 - Contest 2: 165 submissions
 - Contest 3: 138 submissions
 - Prizes: \$300 package to Tahoe North
- Total entries: 526



#TouchLakeTahoe

- Three social media contests (Dec – Jan)
 - Contest 1: 286 submissions
 - Contest 2: 328 submissions
 - Contest 3: 353 submissions
- Total entries: 967



775.323.2977



@theabbiagency



theabbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501

F-8



Hashtag Uses

#PeakYourAdventure

- Total uses of #PeakYourAdventure at end of campaign: 657
- Total uses of #PeakYourAdventure to date: 830



#TouchLakeTahoe

- Total uses of #TouchLakeTahoe to date: 1,017



775.323.2977



@theabbiagency



theabbiagency.com

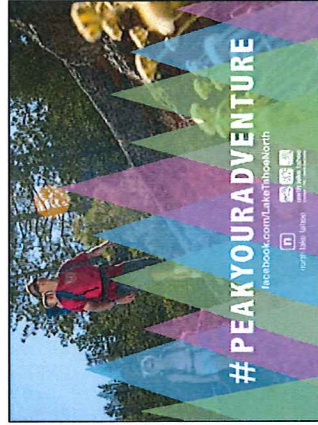


275 Hill St. Ste. 250 Reno, NV 89501

F-9

#PeakYourAdventure

- The Abbi Agency provided the BACC with any needed ad design creative
- BACC handled all print ad buy directly
 - No analytics to incorporate and report



#TouchLakeTahoe

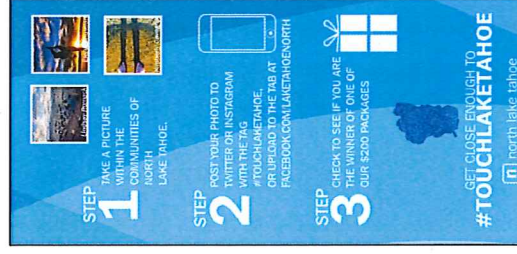
- The Abbi Agency provided creative and coordinated Print Media buy within the overall budget
- Total cost: \$4,500
- Publications and impressions:
 - Tahoe Weekly Banner (3x): 72,000
 - Sierra Sun Fullpage: 40,000
 - Tahoe Quarterly: 50,000
 - TOTAL: 162,000 impressions





#TouchLakeTahoe

- The Abbi Agency created a rack card to distribute among participating resorts and other North Lake Tahoe locations





Results by the Numbers

#PeakYourAdventure

Note: Analytics taken at end of campaign, Sep 2014

- 725 Photo Entries
- 657 Hashtag Uses
- 556,000 Facebook Impressions
- 855,000 Campaign Impressions

#TouchLakeTahoe

Note: Analytics taken 3 months into campaign, Feb 2015

- 967 Photo Entries
- 1,017 Hashtag Uses
- 340,428 Facebook Impressions
- 587,175 Campaign Impressions



775.323.2977



@theabbiagency



theabbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501



Recommendations

#PeakYourAdventure

- Consider change in hashtag
- Increased involvement from resorts

#TouchLakeTahoe

- Condense campaign timeframe
- Higher budget for boosting and promoting online



775.323.2977



@theadbbiagency



theadbbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501

F-13



Touch The Lake Contest #3 Recap

Digital Engagement



775.323.2977



@theabbiagency



theabbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501

E-14



Touch the Lake

Campaign Goals:

- Reach visitors in the North Lake Tahoe region through social media channels and resort locations
- Collect User-Generated Photos
- Encourage fans to go beyond the resorts in the winter and visit the lake communities of North Lake Tahoe

Tools:

- Graphics for social posting and sharing
- Graphics for print ads
- Rack Cards designed, printed, and distributed to participating resorts
- Offerpop application to run the contest on Facebook, generate analytics and collect photo submissions
- Social measurement tools to track hashtags and other sharing data including SproutSocial, Facebook Insights, Topsy and Iconosquare

Strategy:

- Paid social media outreach through Twitter ads, Facebook boosted posts and Facebook link campaigns to target users by location
- Re-posting images shared by users
- Outreach to resorts for campaign shares



775.323.2977



@theabbbiagency



theabbbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501

F-15



February Results by the Numbers

353 Photo Entries

944 Hashtag Uses

10,580 Campaign Engagements

105,374 Campaign Impressions

F-16



775.323.2977



@theabbiagency



theabbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501



Results by Channel

Facebook Data

- Paid Campaign Impressions: 65,374
- Total Number of Likes: 92,114*
- Gained During Campaign: 676*
- Gender Demographic : 53% female; 47% male*
- Total Impressions: 2.3m*
- Total Shares and Likes: 24.5k*

Twitter Data

- Campaign Impressions: 6.2k
- Campaign Engagements: 137
- New Followers: 523*
- Link Clicks: 879*
- Gender Demographic: 41% female, 59% male*
- Total Mentions: 119*

Instagram Data

- Total Campaign Likes: 4.8k
- Total Photos with tag: 962
- New Followers: 551*

*This data is associated with the North Lake Tahoe brand pages as a whole during the time of the campaign.

**All campaign data was collected during the span of the February 1 – 28 contest.



775.323.2977



@theabbiagency



theabbiagency.com

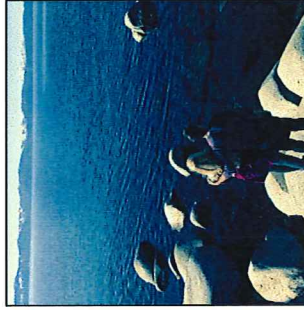


275 Hill St. Ste. 250 Reno, NV 89501

F-17

Contest

The #TouchLakeTahoe campaign engages with audiences in North Lake Tahoe, prompting visitors and tourists alike to explore communities near the lake during winter months. Through monthly photo contests with large prize packages, fans and followers are driven to social media channels and encouraged to share their experience and use the hashtag. In February, the focus of "Date on the Lake" encouraged users to post pictures of those they love at the lake.



Start Date: Feb. 1
End Date: Feb. 28

Results:

- Total photo submissions: 353 (292 submitted through Instagram, 5 through Twitter)
- Number of times the #hashtag has been used: 962
- Unique visitors to contest tab: 1.7k



775.323.2977



@theabbiagency



theabbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501



Contest Finalists



@britthobart



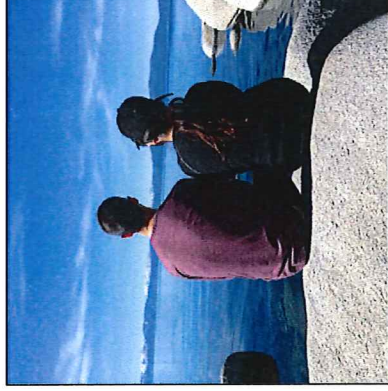
@popitoviteri



@mrare_921



@stefc618



@renintahoe



775.323.2977



@theabbiagency



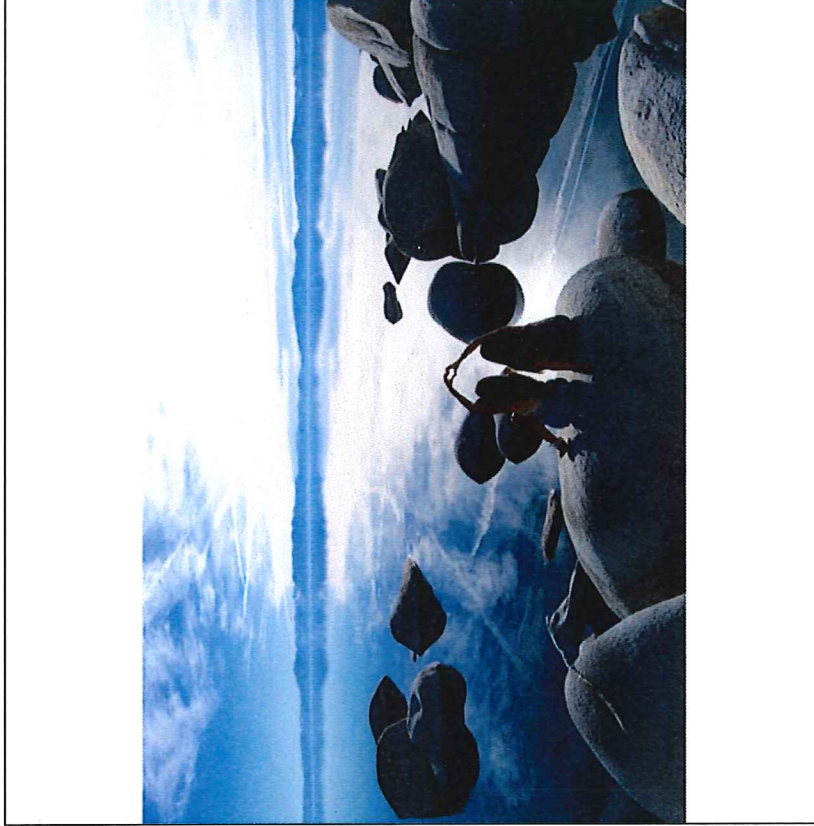
theabbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501



Contest Winner



@britthobart



775.323.2977



@theabbiagency



theabbiagency.com




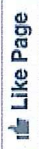
275 Hill St. Ste. 250 Reno, NV 89501

F-20



Post Highlights

**North Lake Tahoe**
Sponsored

 Like Page

We're feeling the #TouchLakeTahoe LOVE! Submit your "Date on the Lake" picture to win.







Photo Contest

Submit your photo with the tag #TouchLakeTahoe or at this link for the chance to win a \$200 prize to #TahoeNorth!

LAKETAHOENORTH.OFFERPOP.COM

Sign Up

Unlike · Comment · Share ·  103  12  5

Facebook ad, February

- Impressions: 20,553
- Clicks: 607
- Cost per click: \$0.16



775.323.2977



@theabbagency



theabbagency.com



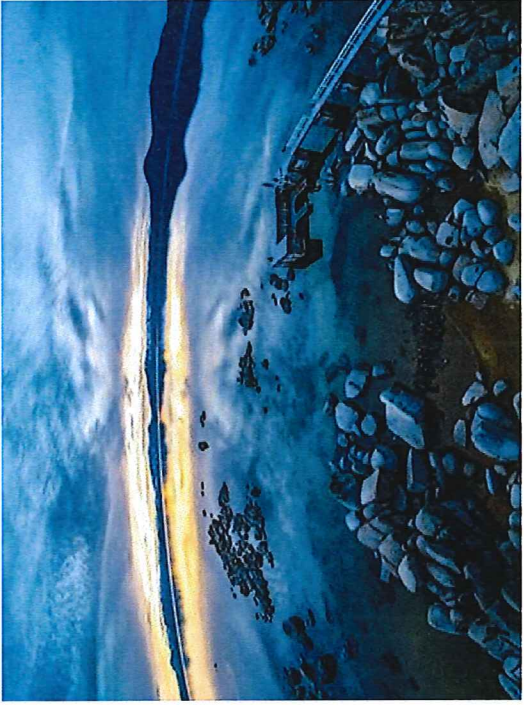
275 Hill St. Ste. 250 Reno, NV 89501



Post Highlights

North Lake Tahoe with Shelley Butler
17 February at 09:00 · Edited [?] ·

Incredible #TouchLakeTahoe photo from Davey H.! Have you submitted yours yet?
Show us how you "Date on the Lake" for the chance to win, enter here:
<http://bit.ly/1K5h91k>



18,312 people reached

Like · Comment · Share · 1,228 14 106

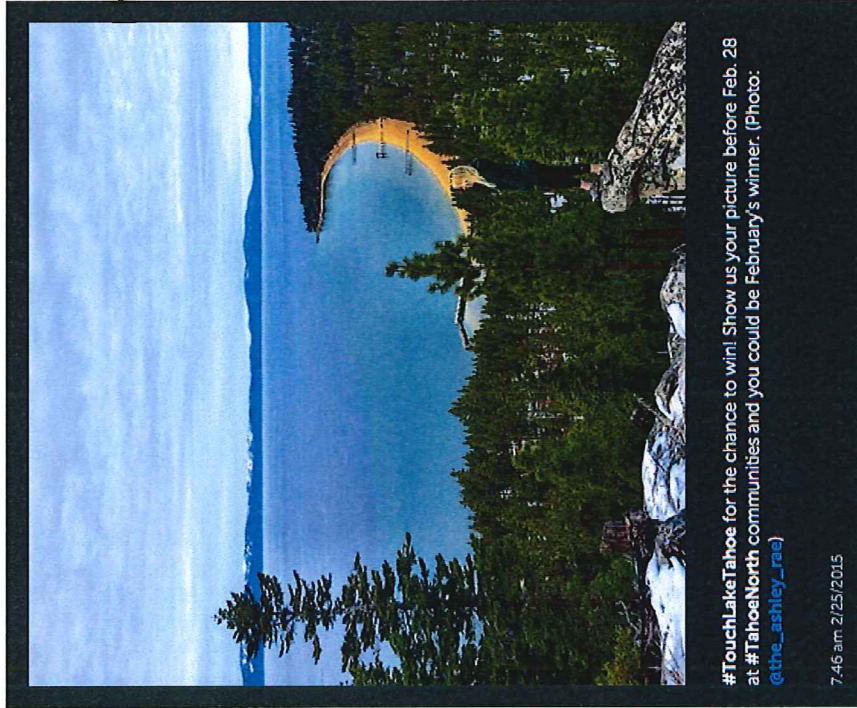
See Results

Facebook Post, Feb. 17

- Impressions: 18,312
- Likes: 1,340
- Comments: 32
- Shares: 106



Post Highlights



Instagram Post, Feb. 25

- 447 likes
- 16 comments
- 4655 impressions



775.323.2977



@theabbiagency



theabbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501

F-23



Thank You



775.323.2977



@theabbiagency



theadbbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501

F-24



High Notes 2015 Social Media & Creative Development Proposal

The Abbi Agency is pleased to present a strategic communications proposal for the High Notes summer campaign that will highlight and promote a summerlong music series in the North Lake Tahoe region. Our involvement in strategy, creative development and social media messaging will ensure holistic campaign touch points across all channels and consistencies within the North Lake Tahoe brand.

Key Goals:

- Encourage attendance of free summer musical offerings in North Lake Tahoe through hashtags (#HighNotesTahoe), geotargeting and digital engagement
- Increase ticket sales of summer music festivals in North Lake Tahoe
- Engage with an audience who is already in North Lake Tahoe to take advantage of High Notes musical offerings during their stay
- Establish a visual High Notes brand that is both engaging and reflective of the campaign's goals
- Use strong visual content, including quality photography and video, to promote High Notes and bring it to life on social media
- Create a visual calendar reflective of High Notes summerlong events that is both informative and engaging

INDIVIDUAL CAMPAIGN COMPONENTS

Defined Visual Brand and Schedu-graphic

The Abbi Agency recommends establishing several brand assets for High Notes. This includes: logo, color palette and fonts. This will help to fit all High Notes communications within the overall North Lake Tahoe brand while differentiating the campaign to be recognizable as its own for years to come. The Abbi Agency will develop this visual brand, working closely with the BACC team.

In order to communicate all of High Notes' offerings, The Abbi Agency will assist in the creation of the 2015 music calendar. Rather than list musical offerings, The Abbi Agency recommends a visually-driven schedule in the format of an Infographic. This "schedu-graphic" will clearly communicate the specifics of weekly musical offerings, while communicating the fun, summertime vibe of the overall High Notes brand. A modified version of the "schedu-graphic" will be used for all media buys, and will be printed as a poster and delivered to locations around North Lake Tahoe.



Photography + Video

To fully communicate all that High Notes has to offer, incorporation of strong visual entities is imperative. The Abbi Agency recommends investment in quality photography and video of High Notes events during the first few weeks of the campaign.

The Abbi Agency will provide a Photographer and Videographer to attend the first week of High Notes events. They will collect high-quality photos and video clips to capture the vibe and energy of each individual event and showcase the picturesque backdrop of North Lake Tahoe. The Abbi Agency will edit photographs and use them for all future campaign efforts: social media contests and promotion, advertisements, website and other visual needs.

From the video footage, The Abbi Agency will provide a set of four (4) short promotional videos, between 0:30 – 1:30. Video has become the medium of choice for social media, dominating Facebook content, and is an essential component for social media campaigns. High Notes content and the setting as a whole lends itself perfectly to video, and showcasing it in this format will help draw attention via promoted posts on social media. The four videos produced will feature:

- Truckee Thursdays
- Music on the Beach, Kings Beach
- Concerts at Commons Beach, Tahoe City
- Combination of all High Notes events

Specific events to highlight in these videos are open to discussion. These videos will be used to promote High Notes through the North Lake Tahoe Facebook, Twitter and YouTube accounts.

Social Media Giveaways

In order to gain exposure and social media attention for individual music festivals in North Lake Tahoe, The Abbi Agency recommends a series of three (3) social media ticket giveaways. Each giveaway will be hosted in a format unique to the audience demographic of the music festival being promoted.

The first giveaway will be hosted as a partnership with 101.5FM through their social media channels. 101.5FM will feature the giveaway as a post on their Facebook page, and users will have to “like” and comment on it to be entered to win. This post will be shared on the North Lake Tahoe Facebook page and, if possible, 101.5FM will mention it on air. The Abbi Agency will work with 101.5FM directly to coordinate this giveaway and cross-promotion opportunities.

The second giveaway will be hosted and promoted through the @TahoeNorth Instagram account. This giveaway will feature a prize of two (2) tickets to an upcoming festival, and



will encourage followers to tag a friend in the comments for a chance to win. This giveaway will create a viral effect to bring social media attention to the #HighNotesTahoe hashtag, and will promote the upcoming festival. The Abbi Agency will design promotional graphics as well as posting and selecting a winner.

The third giveaway will be hosted through an Offerpop email entry tab on the North Lake Tahoe Facebook page. Users will be asked to enter their name, location and email address for the chance to win tickets to the upcoming festival. The Abbi Agency will coordinate needed promotional graphics, set up the entry tab, promote the giveaway and select a winner.

Instagram Takeover

In addition to social media giveaways, The Abbi Agency will coordinate one (1) High Notes Instagram Takeover to promote the weekly music. In this, one band or performer will be selected to "take over" the @TahoeNorth Instagram channel for one day. By posting photos and videos throughout the day with the #HighNotesTahoe tag, they will give followers a behind-the-scenes glimpse of High Notes. This will increase enthusiasm and interest in the overall event series, as well as encourage a higher use of the #HighNotesTahoe hashtag.

Social Media Contest

Running alongside the summerlong music events will be one summerlong social media #HighNotesTahoe Photo and Video Contest. This contest will launch on June 1 and run until the final High Notes event in early September. The contest will live on the North Lake Tahoe Facebook page via the Offerpop tab application. To enter, users will be encouraged to take pictures or video at High Notes events and upload them to a tab on the North Lake Tahoe Facebook page. Users will also be able to post to Twitter or Instagram with the tag #HighNotesTahoe in order to enter.

The contest will be designed specifically to collect and push out user-generated content from actual attendees of High Notes events. The Abbi Agency recommends use of user-generated content to turn fans into brand ambassadors that will spread the #HighNotesTahoe message for you, as well as provide material to share back through social channels.

Throughout the campaign, The Abbi Agency will promote through all North Lake Tahoe social outlets and will monitor contest entries, reposting photos and videos of quality. At the end of the month, The Abbi Agency will work with the North Lake Tahoe team to select a photo or video entry winner.

Prize: The Abbi Agency recommends a fall package to North Lake Tahoe, valued between \$600 - \$1000. Suggestions for package components include hotel stay, human-powered sports rentals, and/or gift cards to North Lake Tahoe restaurants.



Social Media Ad Buy

To encourage attendance of summer musical offerings, The Abbi Agency will launch a targeted social media ad buy to both in-market and out-of-market audience members. To fully communicate High Notes offerings, these ads will hinge on video content produced by The Abbi Agency. Ads will run through Facebook, Twitter and YouTube, and will drive users back from each social channel to the overall event calendar on the High Notes website.

The Abbi Agency will also create contest-specific Facebook and Twitter ads, driving additional participants to enter contests while they are live. This will include the #HighNotesTahoe Photo Contest and the Facebook Tab Ticket Giveaway.

Print Ad Buy

The Abbi Agency will purchase full-page ads in the Summer Editions of the NLTRA Visitor Guide and the Tahoe Magazine Visitor Guide. The ad creative will be modified versions of the schedu-graphic and will outline weekly events in an eye-catching format. The print ad will also encourage readers to use the #HighNotesTahoe tag, and a call to action to drive website traffic.

Creative Development

The Abbi Agency will include creative development of the following: initial logo and branding assets, branded social graphics, Facebook ad creative, Twitter ad creative, custom contest tab development, traditional media buy creative and schedu-graphic. The Abbi Agency will also coordinate updates to the High Notes website, ensuring that it is visually driven, user-friendly and consistent with all other established High Notes branding.

The Abbi Agency will handle the printing of posters and rack cards to promote High Notes events. These posters and rack cards will be modified versions of the schedu-graphic, and will drive the audience online to participate in the social conversation. They will be distributed strategically in appropriate locations such as resorts, restaurants and attractions in North Lake Tahoe.

Printed Materials:

Rack Card: \$200

Poster: \$200

Public Relations and Event Calendars

The Abbi Agency will target local and regional news outlets to gain coverage on the #HighNotesTahoe message and events.



To encourage local and regional inhabitants to attend High Notes events, The Abbi Agency will be responsible for listing all High Notes events on local and regional event calendars.

Monitoring and Measuring

At the end of each month, The Abbi Agency will compile a report of High Notes social media results to keep the team informed on campaign performance. With use of tools including Google Alerts, SproutSocial, Facebook Insights, Offerpop, SparkTrend and others, The Abbi Agency will provide a full report on impressions gained around #HighNotesTahoe.

Recommended Budget and Campaign Timeframe

Please see additional budget document for an in-depth breakdown

TAA Retainer	\$8,300
Social Ad Campaign	\$3,000
Design + Printing	\$3,000
Photography + Video	\$2,800
Print Media Buy	\$2,900
Total	\$20,000

Timeline (June – September):

June 1 – June 30

- Solidify official High Notes logo and branding
- Develop and roll out schedu-graphic, including rack cards and posters
- Print and distribute rack cards and posters throughout North Lake Tahoe locations
- Shoot photos and videos at the first week of High Notes events
- Edit and roll out all four promotional videos
- Launch first social media ad buy campaign through Facebook, Twitter and YouTube
- Launch #HighNotesTahoe photo contest
- Update and modify High Notes website
- Post weekly to North Lake Tahoe social media outlets with #HighNotesTahoe
- Coordinate details of upcoming social giveaways and Instagram Takeover
- Coordinate print media buys
- Begin public relations outreach to local and regional publications
- Post events to all local and regional event calendars



775.323.2977



@theabbiagency



theabbiagency.com



275 Hill St. Ste. 250 Reno, NV 89501

G-5

July 1 – July 31:

- Provide a monthly report to recap June campaign efforts
- Launch second social media ad buy campaign through Facebook, Twitter and YouTube
- Continue weekly posting to North Lake Tahoe social media outlets
- Monitor and promote #HighNotesTahoe photo contest
- Respond to social media monitoring engagement opportunities
- Coordinate and run Instagram Takeover
- Launch social media giveaway partnered with 101.5FM
- Launch and run Instagram social media giveaway
- Continue public relations outreach to local and regional publications

August 1 – August 31:

- Provide a monthly report to recap July campaign efforts
- Launch third social media ad buy campaign through Facebook, Twitter and YouTube
- Launch social media giveaway via sign up to win Offerpop Tab
- Continue weekly posting to North Lake Tahoe social media outlets
- Respond to social media monitoring engagement opportunities
- Monitor and promote #HighNotesTahoe photo contest
- Respond to social media monitoring engagement opportunities

September 1 – September 15:

- Provide an overall report to recap campaign efforts
- End #HighNotesTahoe photo contest and select a winner

Dates	Project Management Budget	Social Media Buy	Credit
June	\$2,500.00	\$1,200.00	
July	\$2,500.00	\$1,000.00	
August	\$2,500.00	\$800.00	
September	\$800.00	-	
	Total Budget	\$20,000.00	
Total Monthly Retainer		\$8,300.00	
Total Social Media Ad Buy		\$3,000.00	
TAA/Social Buy Budget		\$11,300.00	
Remaining Budget		\$8,700.00	
Production Costs	Outlet	Cost	
	Design (and website)	\$3,000.00	
	Photography	\$800.00	
	Video	\$2,000.00	
Total Production Costs		\$5,800.00	
Remaining Budget		\$2,900.00	
Media Buy Summary	Platform	Dates	Cost
	NLTRA Visitor Guide	Summer Guide - Back Page	\$1,500.00
	Tahoe Magazine Guide	(Sierra Sun)	\$1,400.00
Total Media Buy Costs			\$2,900.00
Remaining Budget			\$0.00

Snapshot Breakdown	
TAA Retainer	\$8,300.00
Social Ad Campaign	\$3,000.00
Design + Printing	\$3,000.00
Photography + Video	\$2,800.00
Print Media Buy	\$2,900.00
Total	\$20,000.00

G-7

The initial term of this Agreement shall be for approximately three months, commencing on June 1, 2015 and continuing through August 31, 2015 (the "Initial Term"), and shall not automatically renew.

Come in We're **LOCAL!**SM

AMIBA.net

Building "Buy Local" Campaigns that Shift Culture and Spending:

A Guide to Helping Your Independent Businesses
and Community Thrive

Contents

I. The Impact of Effective "Buy Local" Campaigns.....	2
II. Keys to Shifting Culture and Spending.....	3
III. Delivering Your Message for Maximum Impact.....	6
IV. Beyond "Buy Local": Building Strength in Numbers.....	8
V. Organizational Structure and Partnerships.....	10
VI. Get Started.....	10



Calls to “buy local” seem to have sprung up everywhere in recent years. Recognition of the crucial role small businesses play in creating jobs, strengthening community cohesion and enhancing local character is rising -- thanks largely to a rapidly growing number of community coalitions that have formed specifically to support local independent business and build thriving local economies.

The American Independent Business Alliance (AMIBA) helps communities across North America implement and sustain effective “buy local” campaigns in communities of all sizes, ideologies and economic circumstances. This publication draws from that cumulative experience to summarize key principles for independent business owners, advocates and local officials interested in inspiring people to do more of their business locally.

This primer, enabled by underwriting from American Express OPEN, aims both to inspire more of these efforts and help existing campaigns improve. When executed properly, local campaigns to inform the public about the benefits of doing business locally can build a lasting culture of support for small business and help local entrepreneurs to thrive.

I. The Impact of Effective “Buy Local” Campaigns

For several years running, the [Institute for Local Self Reliance](#) (ILSR) has executed nationwide (U.S.) surveys of consumer-oriented independent businesses to track their year-to-year changes in sales. Respondents to the 2014 survey reported a strong annual sales increase of 5.3% as a whole, but the increase varied hugely based on one key factor: Businesses in communities with a “buy independent/buy local” campaign run by an Independent Business Alliance® or similarly-modeled organization reported a strong 7.0% sales increase compared to just 2.3% for those in areas without such a campaign.

Across all seven survey years, in up years and down, independent businesses served by these pro-local/independent campaigns have dramatically outperformed peers in communities lacking them.

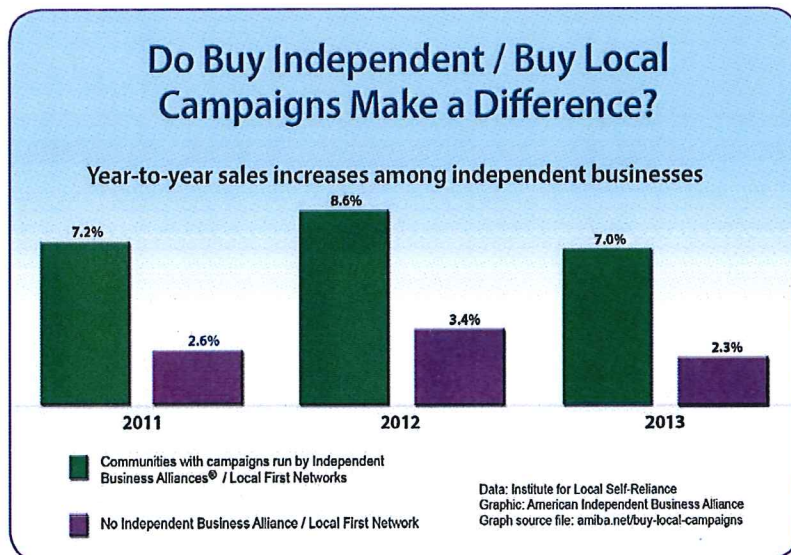
The difference between jumping well ahead of inflation versus

falling behind it easily can mean the difference between success and failure for many small businesses.

This success also is reflected in community-level surveys. For example, 79% of businesses participating in Maine’s Portland Buy Local initiative said the campaign was benefiting their business and 68% said they gained new customers as a result of it. But before gathering the troops to start designing your “buy local” ads and slogans, consider this: a

majority of such campaigns fail to create notable benefits for local businesses and fade quickly.

So why consider one for your city or town? First, most failures are due to readily avoidable errors and omissions. Second, the return on investment can be huge when done right -- especially for businesses and groups who play the most visible roles. And many effective campaigns have succeeded with minimal budgets.



Click on image to view larger version.

II. Keys to Shifting Culture and Spending

Effective Framing

Emphasize the Virtues of Independents

Be sure to emphasize locally-owned *independent* businesses in your messaging. While directly critiquing chains or absentee-owned businesses is not essential, your audience should understand you intend “local” to mean local ownership and control, not merely location.

Many campaigns started by local governments or chambers of commerce in recent years defined “local” as simply a physical location (often aimed at capturing more sales tax revenue). These campaigns tend to yield little impact and dissolve because locals are confused or dismiss the message entirely when they see major chains lumped in with genuine local businesses.

Differentiate Our Roles as Citizens and Consumers

Independent locally-owned businesses generally thrive in compact, walkable commercial districts while chain development tends toward stand-alone clusters

at the periphery of communities (each requiring separate parking lots and generally discouraging any non-auto access). Examine your local policies and incentives to see if they encourage healthy habitat for growing locally-owned businesses.

Development incentives are just one of many realms where public policy shapes business composition and engaging citizens can advance your goals. Be deliberate in your choice of language and be aware some common slogans can be a double-edged sword. For example, the phrase “vote with your dollars” may be effective in helping locals consider the impact of their spending choices, but equating consumer choices with our rights as citizens may undermine important policy goals.

Use Inclusive Language to Build a Broad Base

Independent retailers, restaurants and others competing directly with chains and the largest online retailers are obvious prospects to support your local outreach, but

frame your campaign to include all potential allies. Your retailers will be better served by a larger and more powerful campaign and gain no benefit from focusing too narrowly on shopping.

For example, focusing only on brick-and-mortar businesses or employing a shopping bag as your permanent logo (though appropriate for a shopping-focused holiday campaign) needlessly excludes other independents. The strongest campaigns engage businesses of every sector, demographic group and location in your community (the largest single segment of most Independent Business Alliances is service providers, including many with no walk-in location).

Even the term “buy” can be limiting, so many groups use phrases like “go local” or “choose local first” to demonstrate their inclusivity. Consciously referencing banks, agriculture, home-based businesses and others will ensure your message serves all your local independents.

What is a Local Independent Business?

Criteria suggested by AMIBA are:

1. Private, worker, community or cooperative ownership.
2. At least 50% locally-owned (definitions of “local” will vary based on community circumstances).
3. Decision-making authority is vested in local owners and not subject to conditions dictated remotely.
4. The business has a limited number of outlets and limited geographic range.

What about franchises? Franchises typically combine local ownership with obligations and standards determined elsewhere. AMIBA offers free guidance on how to work positively with local franchise owners.



Don't invoke Pity or Guilt (Usually)

Take every opportunity to praise and reinforce people's efforts to "go local" and recognize almost nobody does all their business locally. Generally, avoid guilt-based messages until you gain understanding of the few instances in which they can be effective. One case where a dose of guilt can work is challenging customers who use local merchants as fitting rooms or showrooms, then buy online to avoid paying for that valuable service (often to evade sales tax, too). Invoking the loss of tax base to support local schools, firefighters, etc., can be persuasive when executed with the right balance of self-interest (the store won't be there for you if many people do this) and guilt.

Steer clear of messaging that suggests your local businesses need to be "saved" or patronizing them is a charitable act. Lasting shifts result only when people respect and appreciate the values top-quality independents provide. Also, while such messaging does appeal to some business owners, it rarely resonates with the best-run independents and may offend some.

DrinkLocal.

ShopLocal.



The Austin Independent Business Alliance promotes all local indie businesses through a series of trade-specific ads featuring their armadillo mascot.

The Message: Why Independents Matter

The ultimate goal for a buy local campaign is to create a cultural shift whereby: 1. most residents come to identify themselves as "the kind of person who supports my local independents," and 2. view their community as one that supports local entrepreneurs and makes doing business locally a point of pride.

Creating this culture of support for local independents cannot be bought with a marketing blitz or short-term work, but can be achieved through sustained, multi-faceted education that embeds several key concepts into residents' consciousness.

While doing business locally offers many benefits, they all fall into two main categories:

1. Benefits to you as a consumer
2. Benefits to you as a citizen and to society (which focus on benefits to your own community and benefits to the environment and world beyond it)

Determine messages you emphasize according to your target audience and the outreach vehicle used. Material for distribution at hotels or college dorms, for example, should focus almost entirely on customer value. Op-eds in your local newspaper might place greater emphasis on community benefits, while

presenting "big picture issues" may make sense when writing for some niche publications.

The message tone also will vary by audience. When the Boulder Independent Business Alliance (BIBA) designed ads for local independent weekly and university newspapers, the goal was to paint indies as the hip place to shop, dine, or visit, so they created the tagline "You're not a clone why shop at one?"SM – a far cry from "Treat yourself to the best," which BIBA used for ads in the upscale *Boulder Magazine*. Sophisticated, targeted messaging is a key factor distinguishing the most effective campaigns from the rest.

Building Local Wealth and Job Creation

Several compelling studies demonstrate the increased local economic multiplier resulting when people spend at local independents, and other economic arguments for supporting local business. Studies by the private research firm, Civic Economics and the non-profit ILSR both have shown dollars spent at local independent businesses in locally-owned property return, on average, \$45 or more per \$100 spent to the local economy, compared to just \$14 or less for \$100 spent at a chain outlet.

This results in a direct multiplier three or more times greater when people spend with independents, compared to patronizing local chain outlets (and infinitely more than buying online). We all know small businesses are a major engine of job creation, and census data on independents and annual reports of their largest competitors help understand why.

I1-4.4

It shows small businesses create more jobs per sales dollar than chain competitors and several times more than large online retailers. Since spending on typical big-box goods like hardware, basic clothing, or housewares is a relatively fixed pie (we don't buy more socks or toasters just because a new venue is selling them), new big box development is unlikely to yield new jobs, but simply displace jobs in one business for another.

When communities like Barnstable, Massachusetts studied the fiscal impact of big box and fast food development on the community and taxpayers, they concluded dollars spent to provide safety and public services for such unfocused growth was greater than the community would reap, meaning higher taxes or reduced services for locals.

Local independents employ an array of supporting services that can include contractors, accountants, insurance brokers, computer consultants, attorneys, sign makers, advertising agencies, and many others. Local retailers, restaurants, and distributors also carry a higher percentage of locally produced goods, creating additional markets and jobs for local producers and more wealth in the community. These jobs also tend to be higher-wage positions with greater career potential.

While chain outlets also employ local residents, their business model uses a minimum of local goods and services, while profits accrue elsewhere.

Community Character and Consumer Choice

Unique independent businesses play a vital role in maintaining a

community's distinct character. And as more and more cities and towns attract the same array of cookie-cutter businesses, those with unique offerings and atmosphere stand to gain business.

Though a single local shop or service provider may carry a smaller selection than a big chain, a large number of independent outlets, each serving their own niche, creates far greater diversity and choices overall.

Value v. Cheapness

Define "value" proactively as more than merely the cheapest product or service -- where chains and online giants admittedly have the upper hand. Make people wary of choosing the cheapest option and point out that product lifespan and customer service can make a slightly higher priced product or service from a local independent a better long-term value. Use stories to make your point memorable!

Kenyon-Noble Hardware in Bozeman, Montana highlights the value of its expertise with ads saying "It's not only what you can buy from Kenyon-Noble, it's what you can learn from them." The ads promote the store's ability to save

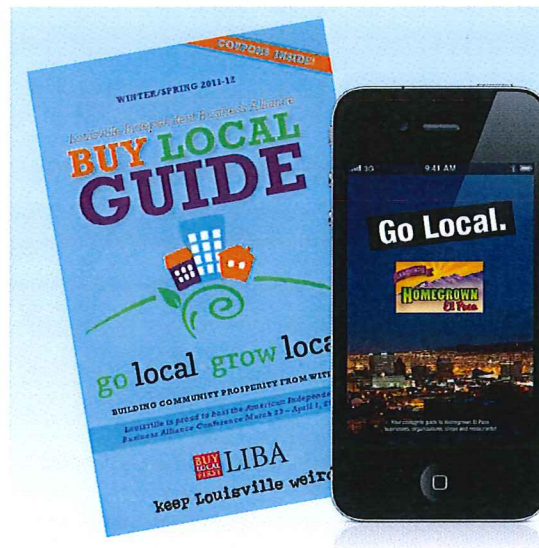
customers time and money with staff product knowledge and free advice on household projects. They also smartly implemented a price-matching offer when the two big-box hardware chains moved in blocks away, ensuring they were perceived as price-competitive.

Other notable benefits of local independent businesses, based on your target audience's interests, include:

Reducing Traffic and Environmental Impact

Independent businesses consume less land, generate less traffic and infrastructure demands, and create a lighter environmental footprint in many other ways. But many of us no longer enjoy the freedom of visiting a downtown office store for an ink cartridge or walking to the corner grocer or baker for a loaf of bread.

The displacement of neighborhood-serving businesses by large regional stores often forces us to spend time and money to drive many miles for items or services we once could access in or near our own neighborhoods. Since 1969, shopping-related driving per household has more than tripled



Make it easy to go local with searchable websites, apps and printed guides. Shown: Homegrown El Paso's mobile app, Buy Local Guide (Louisville).



Many Independent Business Alliances employ loyalty and gift cards to build group marketing power.

to nearly 3200 miles annually in the U.S. -- dwarfing other factors in leading to a 63 percent overall increase in miles driven, according to the U.S. Department of Transportation.

With high gas prices, this forced driving not only increases environmental impacts and takes valuable time, but also costs us more money -- both when we fill our tanks and pay local taxes for roads and traffic control.

Accountability and Charity

Local business owners consider their impact on the community's quality of life and often take actions because they believe it's the right

thing to do, even if it does not maximize profit. Local owners are identifiable, accessible and accountable.

Talk to people about the importance of patronizing the businesses who support their child's soccer team, favorite theater group, or animal shelter -- especially those who do the purchasing for local organizations! Local business contributions (of time and publicity opportunities, not just cash) are essential to many groups and programs that enhance our quality life.

Quality of Life, Democracy and Civic Engagement

Typically, local independents offer more personal selection, character and service than their corporate competitors. We all

spend a significant portion of our lives patronizing businesses; why not make it the most pleasurable experience possible? The human scale fosters human relationships -- without the need for scripted exchanges.

Communities with a greater concentration of small, locally-owned businesses have healthier populations -- with lower mortality, obesity and diabetes rates -- than do those relying more on large companies with absentee owners, according to a [national study](#) from Louisiana State and Baylor Universities. They also enjoy higher [rates of civic engagement](#) and sustain [higher property values](#).

Our independent businesses and the public spaces surrounding them are key environments for supporting the casual relationships that create community cohesiveness and trust. When personal interactions are replaced by trips to big-box stores or shopping alone online, community bonds are weakened.

III. Delivering Your Message for Maximum Impact

Tell Stories

Educating your community about the many objective benefits of doing business locally is critical, but effective persuasion involves appealing both to your audience's emotions and their intellect. And stories trump data almost every time.

Personalize the cause by showing people the faces and stories of your local business owners. Collect and publicize anecdotes about positive experiences people

"Working for Adami Hardware for 15 years has prepared me to run my own business. Living above the store gives me an intimate connection with my customers and allows me to keep my finger on the pulse of the neighborhood."

GUSTAVO AND SONS

CLINTON HILL HARDWARE
 452 MYRTLE AVENUE • 718.237.7827
 IN BUSINESS SINCE JANUARY 2006

HOME GROWN & LOCALLY OWNED

MYRTLE AV
BROOKLYN

WWW.MYRTLEAVENUE.ORG

Posters like these help make the decision to buy local personal, not just business

I 2.4.5

enjoy with them -- especially remarkable ones like stories of the local restaurant owner who offers free meals to families who lost their homes in a fire.

This storytelling can be done through posters featuring individual businesses, letters to the editor, social media posts, video clips on your website, and many other venues.

[Made to Stick](#), a book by Chip and Dan Heath, and [Storyteller Uprising](#) by Hanson Hosein are great resources on this topic, as are two documentaries produced by Hosein, ["Independent America"](#) and ["Rising from Ruins."](#)

Check Your Facts

Along with the aforementioned studies quantifying direct local economic benefits of local businesses, additional studies by [Civic Economics](#) have examined indirect and induced impacts, which trace multiple rounds of re-spending. These studies yield larger multipliers, showing up to \$68 of local economic activity ultimately generated for a \$100 purchase at a local independent business (Andersonville, 2004).

This is a totally different calculation for one specific area and does not mean \$68 of a \$100 sale "stays" in the local economy. Since errant claims can spread like wildfire on the web and repeating them can undermine your credibility, verify factual claims with an original source or AMIBA, which provides a [thorough explanation](#) of the multiplier effect. The ILSR hosts an [extensive collection](#) of relevant studies.

One Size Does Not Fit All

Identify your community's demographics and use framing, imagery and messaging designed specifically for each major group. Messaging about keeping taxes lower and enhancing property values, for example, may succeed for middle-aged homeowners, but young singles respond better to messages emphasizing indie businesses as the place to find items reflecting their own unique tastes and character.

Sure, your logo and primary tagline should aim for broad appeal, but design most outreach materials with a more specific target audience and medium in mind. Learn from the best marketers: You'll see Nike's logo and slogan everywhere, but you'd never mistake its image ads in *Golfer's Digest* with one in *Skateboarder*. Failing to identify and cater to interests and values of specific groups may be the most common failing of buy local efforts. Customize!

Master the Arguments

Everyone involved in your campaign should develop a strong "elevator pitch" on most of the pro-local business arguments presented here. To effectively communicate to various individuals and groups on the issues or in the frame that best suits their concerns and interests, your core group should have targeted pitches on a range of topics, though not everyone need master them all.

For example, have a concise explanation for environmental groups or publications on how sustaining local business reduces traffic, storm runoff and fossil fuel consumption while helping protect open space and farmland.

Focus on Improvement, Not Dollar Amounts

Asking people to spend a specific dollar amount with locals is not recommended as a general theme, though it may be useful for specific events like a "cash mob." Why? Any



Think Big

Leveraging the power of institutional buyers by helping them source even slightly more goods or services locally can yield a large local economic stimulus.

These entities include local and county governments, schools, colleges, hospitals, military and others that, by their nature, are rooted in the community. Build relationships with their buyers and contractors and ask to review budgets and learn which purchases are sourced locally, which aren't, and the key criteria the decision-maker must follow.

If you can play matchmaker with even a few local providers, you'll not only have a loyal business member for life, you've created a great story to advance your message in the media.

Contact (AMIBA) for a [sample survey](#) and see "[Leveraging Anchor Institutions for Local Job Creation and Wealth Building](#)," a report by [Community Wealth](#).

GRACIAS por escoger nuestros NEGOCIOS LOCALES INDEPENDIENTES

Al hacer negocios localmente, usted no sólo obtiene servicio personalizado y valor verdadero, también ayuda a fortalecer su comunidad y la economía local.



American Independent Business Alliance | www.AMIBA.net

Spanish window decals (also in English) available from AMIBA: "Thank You For Choosing Our Independent Local Businesses. By doing business locally, you not only get personal service and real value, you also help strengthen our community and economy." Click image for additional pro-local merchandise.

dollar amount chosen will be either unrealistic for residents struggling to get by or inconsequential for wealthy residents.

Whatever one's present spending habits, ask them to do a bit more with independent local businesses (and then a bit more next year). The "10% Shift" is one simple, non-threatening theme employed by many groups to convey that message.

IV. Beyond "Buy Local": Building Strength in Numbers

While a well-run buy local campaign can create positive movement in your community, stopping there would be like using only two cylinders of a four-cylinder engine – you'll move, but not nearly as rapidly as you could. While this primer focuses primarily on elements of effective public education, organizations delivering the greatest benefit to their members partake in three major realms of activity:

1. Execute "buy local" campaigns that shift consumer, business and institutional spending.
2. Facilitate Collaboration. Cooperative promotion, advertising, purchasing,

Consider using local sales tax data to calculate the huge economic and job-creation boost your city or town would enjoy from such a shift.

Combine In-depth Education with Constant Reminders

Plan to generate feature stories, talk radio spots, newspaper commentaries and presentations that allow you to tell your stories and thoroughly explain the economic, civic and environmental importance of local business. AMIBA can provide templates for each of these.

Simultaneously, your campaign should be so conspicuous that residents rarely will pass a day without experiencing your message. Visible materials like window decals, posters, tote bags, and bag stuffers bearing it are one component. The other key is convincing participating businesses that using your logo and messaging in their own ads, website,

invoices and elsewhere will boost the campaign's power and benefit them. These everyday sightings will recall the deeper messages and help them sink in. Working personally with a few landmark businesses to get their buy-in will help build participation rapidly.

Education Never Stops

Shifting local culture will take some time and, unlike teaching a lesson, you will never be done. Even if your community has little population turnover, effective education and consciousness-raising is a perpetual process. Constantly seek new ways to engage people and deliver your core message in difference packages.

The number of effective tools and templates available is expanding rapidly as the ranks of Independent Business Alliances grows, accelerated by increased interest in creating more stable and sustainable economies.

sharing of skills and resources, mutual financing initiatives and other activities help small businesses gain economies of scale and compete successfully.

3. Create a strong, uncompromised voice for independent business in local government and media while engaging citizens in guiding their community's future.

A bit more on the latter two realms:

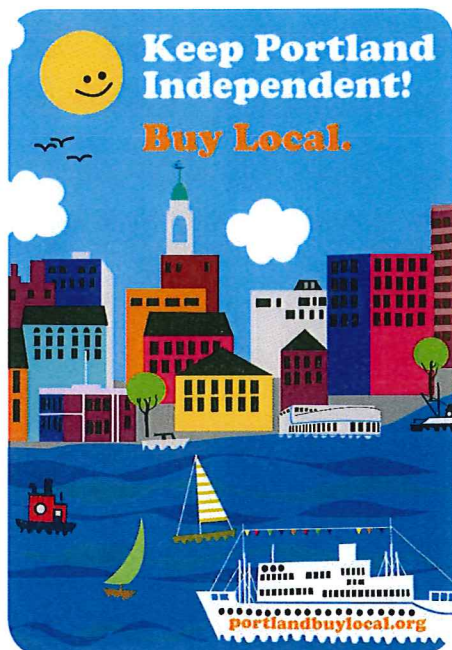
Facilitate Collaboration to Help Indies Compete

The line between public education campaigns and facilitating



The Corvallis (OR) independent Business Alliance delivers their message to the community personally

collaborative efforts among your member businesses should get blurry if done right. Custom-created bookmarks, shopping



Portland Buy Local (Maine) posters, shirts and other items keep the message visible daily.

bags, carry-out containers and other items can deliver your public education messages and build your collective brand while also cutting costs for members and boosting their profile.

Designing an effective logo for shared use to help build a collective brand is a large topic itself, but developing universal recognition of your group logo as a symbol of top-quality independent businesses is a major goal. This is accomplished largely through member businesses displaying the logo in their own ads, websites, brochures, etc.

In addition, sharing of skills, business-to-business mentoring and other collaboration has helped many groups. Such activities also can occur within other business groups, though the community participation typical of an Independent Business Alliance may open up additional opportunities. Creating a culture of mutual support among local

businesses eventually will lead to joint purchasing and cross-promotion ideas that don't require your direct involvement at all. When members start doing this without you, you're doing a great job of leading!

Create a Voice for Independents and Engage Citizens

Proposing pro-local business policies can be a powerful educational tool and organization-building exercise while generating concrete benefits for local entrepreneurs. Enacting local purchasing and contracting preferences is perhaps the most widely successful among a large toolbox of policy options (ILSR hosts an [online library](#) of model policies and case studies).

Though proactive relationship building is the preferred route with local governments, defending independents from harm sometimes is necessary. When the City of Austin, Texas was prepared to give a \$2.1 million taxpayer subsidy that would largely benefit a proposed Borders Books and Music outlet -- within a block of established independents BookPeople and Waterloo Records -- those store owners sprang into action with the Austin Independent Business Alliance.

They first commissioned an economic impact study by [Civic Economics](#), which showed that each \$100 spent at those local retailers directly generated \$45 in local economic activity while the

Seasonal Campaigns

While education is a year-round process, annual events offer a great opportunity to build awareness at key times. Below are the three most prominent campaigns in the U.S. and Canada.

Small Business Saturday is a national initiative to help small merchants compete during the critical holiday shopping season and aims to drive shoppers to local small merchants the Saturday following Thanksgiving. Tens of millions of Americans shopped small on Small Business Saturday in 2012, while more than 350 small business organizations endorsed the initiative, as well as elected officials in all 50 states and Washington D.C. - including President Obama.

See www.shopsmall.com



Independents Week, the first week of July, connects "going local" with the American ideals of independence and the freedom to control one's own livelihood. It celebrates entrepreneurial spirit, individuality, and recognizes the critical contributions of independent business. This AMIBA-facilitated event offers a wide range of activities and design templates free for anyone to use or adapt.

See AMIBA.net/indieweek



Shift Your Shopping is a joint effort through the holiday season led by the [New England Local Economy Network](#), [Business Alliance for Local Living Economies](#) and [AMIBA](#). It aims to build an annual tradition that strengthens local economies, expands employment, nurtures a sense of community, and provides a more relaxed, fun, and rewarding gift-buying experience. See ShiftYourShopping.org



I 2-4.8



Get Business Owners to Walk the Talk

That goal of getting locals to self-identify as supporters of local independents? It's doubly important to develop it among business owners themselves. As local owners recognize how independent businesses within a community also are interdependent, it can create a powerful positive feedback loop that drives further cooperation.

Business-to-business spending is economically significant, and it's critical to the integrity of your campaign for member businesses to localize their purchasing where feasible. As with major institutions, ask your business members to analyze where their spending goes, and see if your group can facilitate sourcing additional goods or services locally. Above all, make sure your campaign sources locally!

same amount spent at Borders would yield just \$13. The Austin IBA used the study results to rally public opposition and stopped the subsidy completely. The chain then declined to compete against the two well-run independent merchants under free market conditions!

The Austin IBA went on to partner with the City on a program to identify and enhance unique business districts and has partnered with developers to help them find local entrepreneurs who can fulfill the increased demand for unique local shops and restaurants in commercial spaces. Now nearly 650 members strong, the IBA has earned respect that gives it influence over policy decisions

affecting independent businesses before they're made.

IBAs increasingly are being welcomed by municipal governments, and many have provided essential start-up support as word of their positive economic impact spreads.

Enhancing Media Presence

Local business owners who lack paid lobbyists or PR people can benefit greatly by your building a strong collective voice to represent their concerns. Making your group local media's "go-to" source for the indie business perspective can pay big dividends. Focus on building long-term media relationships and becoming a reliable resource for local reporters.

V. Organizational Structure and Partnerships

Is the community better served by an existing organization hosting a buy local campaign or by setting up an entity dedicated to fulfilling that role? There's no pat answer, but many communities have IBAs, Main Street programs, chambers and others operating side by side.

While downtown organizations or Main Street programs are great campaign partners, their mission is geographically-determined, and

they are not typically able to lead community-wide campaigns. And because chambers of commerce typically serve any business wishing to join, they rarely will express a preference toward locally-owned, independent businesses.

Do, however, communicate to ensure your work complements, rather than duplicates theirs in other realms – and seek partnering opportunities.

Most groups supporting buy local campaigns should incorporate as non-profits in their state and eventually become 501c6 organizations (an IRS designation). Contact AMIBA for free guidance before incorporating and learn about their 501c6 [group exemption program](#) that saves much time and costly IRS filing fees.

VI. Get Started!

Start conversations with your neighbors, local business owners, and elected officials to gauge interest in launching a buy local campaign. Once you've identified a diverse group of interested people, a few short-term steps include:

- Call AMIBA to learn if others in your area have expressed interest — you may have ready allies!
- Adapt a template to produce a simple flier or brochure with a concise pitch for your vision and be sure everyone in your

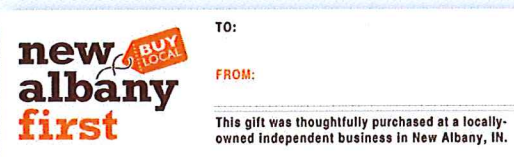
core group delivers a consistent message.

- Show examples of marketing and education materials to help "make it real." AMIBA offers a portfolio with many examples, as well as pre-printed posters,

Educating Current and Potential Customers on Your Own

While no single business can shift local culture and behavior like a community alliance, many tools are available to help you start influencing your direct audience. Your effort may even attract interest from others and lead to a broader campaign. Simple steps you can take include:

- Talk to other indie businesses in your area about how you can highlight their offerings and drive customers to each other.
- Make sure your employees can and do refer fellow independent businesses when customers ask for recommendations.
- Include pro-local messaging in your ads, on cash register receipts, invoices, social media outlets, website, etc. AMIBA provides free templates, such as bag and billing statement-stuffers (8 different messages in English or Spanish) -- also available as "stickers" for your website or e-newsletters.
- Display pro-local educational materials in your store. See AMIBA's "Why Buy Local?" poster series or window decals, or create your own materials.
- Submit a commentary to your local newspaper by customizing and localizing a free template from AMIBA.
- Talk to your local radio station about airing a public service announcement (available from AMIBA on request) or see if they'll record a localized version.



decals and kits for sale and free templates you can print yourself.

- Arrange a community presentation and training to launch your organization. With proper publicity, bringing in an outside expert can attract many potential allies who ordinarily may not attend meetings. Hearing and seeing success stories from similarly-situated communities surrounded by dozens of other locals who share common interests invariably sparks energy.
- Supplement a presentation with a participatory workshop to turn that energy into concrete action promptly and help a group develop a sound foundation. Guidance for making key organizational decisions wisely and quickly can avoid many energy-draining meetings and mistakes and move directly to planning actions. Many groups succeed in getting local universities, governments, or banks, among others to cover the cost of these events.

We understand you likely have a long list of responsibilities and stretched resources, but this may be the most fertile time in generations to initiate a campaign or local alliance that can give a major boost to your community. Properly crafted, your campaign can harness positive activity to strengthen your local businesses and your community for years to come.

For almost any step you can imagine, AMIBA has proven templates, tools and expertise to help you. Tap the benefit of unrivaled experience gained from working with more than one hundred campaigns to determine the most appealing approaches, language and imagery for specific target audiences. Don't waste time and money reinventing what's been developed and organized to make your work easier, more profitable and more effective!



A collective name and logo play a key role in building public awareness. Keep logos simple!

I1-4.10

AMIBA is a non-profit (501c3) network of, by and for business groups around the continent that work to help independent businesses thrive. These include independent trade associations, Main Street and downtown programs, Independent Business Alliances and chambers that wish to develop pro-local initiatives. Most members receive support from AMIBA to get started.

While comprehensive benefits are provided to affiliated groups, AMIBA provides many free resources and can help you with initial organizing steps at no cost. A free monthly newsletter introduces new resources, shares successful initiatives from across the continent and more.

AMIBA.net/golocal includes links to key resources noted in this primer.

Contact AMIBA for bulk copies of this publication as a full-color magazine or for information on underwriting presently available for community presentations and trainings.



"Come in We're Local" window decals are available from AMIBA. The inward-facing side guides customers to ten great reasons for doing business locally.

Note: "Come In We're Local" is a service mark of AMIBA and may not be used without written permission.



AMERICAN INDEPENDENT
BUSINESS ALLIANCE

About the Author

Jeff Milchen co-founded and directed the nation's first Independent Business Alliance in Boulder, Colorado) in 1998 before going on to help other communities replicate and build on its success in 2001 by co-founding AMIBA.



Milchen has led trainings for many of the most successful campaigns in existence, and his presentations for conferences and trade shows consistently spark participants to action and draw repeat invitations.

Thanks to American Express OPEN for underwriting production of this guide as part of their support for independent businesses of America.

Visit OPEN.com and Facebook.com/shopsmall to learn more.



Opinions and analysis contained in this report do not represent the American Express Company or any of its affiliates, subsidiaries or divisions.

11-4.11

Social Media Pledge Suggestions to Begin

The ultimate goal for Shop Local is to create a cultural shift whereby:

1. Most residents come to identify themselves as “the kind of person who supports my local independents”
2. View their community as one that supports local entrepreneurs and makes doing business locally a point of pride

Doing business locally offers many benefits but falls into two main categories:

1. Benefits to you as a consumer
2. Benefits to you as a citizen and to society (which focus on benefits to your own community and benefits to the environment and world beyond it)

Keep Dollars in the Local Economy

Small Businesses are a Major Engine of Job Creation

Reduce Your Footprint

Protect Local Character

Local businesses play a vital role in maintaining a community's distinctive character

-Towns and locations with unique offerings and atmosphere stand to gain more business against a cookie cutter array of businesses in other cities and towns

Support Your Friends and Neighbors

Focus on Customer Value-

Make people wary of choosing the cheapest option and point out that product lifespan and customer service can make a slightly higher priced product or service from a local independent a better long term value.

Tell a story-example-Joy's husband's watch

Show people and stories of your local business owners-collect and publicize anecdotes about positive experiences people enjoy with them

-written testimonials

-Video clips

-social media photos & stories

Catering to specific interests is key-each demographic ex: young professional, middle-aged homeowner