



June 29, 2016

Board of Directors

Strategic Planning Retreat

Wednesday, June 29, 2016

Garwoods Restaurant

Part Two

Augustine

North Lake Tahoe – Scope of Work Addendum

Exhibit A

Scope of Work

This document details the Scope of Work that Augustine will perform for North Lake Tahoe Marketing Cooperative as its general agency of record.

Primary Research (OPTIONAL)

Conduct online research with leisure travelers and meeting/event planners to gain a thorough understanding of:

- Visitor and non-visitor sentiment regarding North Lake Tahoe
- Key brand differentiators and competitive advantages
- Emotional and functional drivers of destination choice
- Path to purchase
- Media preferences/habits

Account Management

Collaborative Client, stakeholder and partner agency relationship management.

Includes time devoted to:

- Strategic account planning
- Project management
- Project estimates
- Budget tracking
- Results reporting
- Client meetings, presentations and conference calls

Website Discovery & Analysis

Information-gathering sessions and analysis of the current GoTahoeNorth website. Includes assessment, evaluation and reporting of web data in order to understand and optimize site performance. Includes recommended strategies and enhancements needed to improve site experience for all target audience segments.

Website Redesign & Development

Implementation of approved revisions to the current GoTahoeNorth website. Includes revised site map, web design and development.

Strategic Marketing Plan

Creation of a comprehensive strategic blueprint and action plan detailing the activities, timelines and budgets required to achieve the client's marketing goals and objectives – specifically, increasing visitation and visitor spending during the shoulder seasons.

Creative Production & Collateral Materials

Provide graphic design and creative content for digital, video, print, and collateral material as required. Based on specific initiatives outlined in the strategic marketing plan.

Search Engine Marketing (SEM)

Includes search engine optimization (SEO) keyword research, competitive analysis, paid listings and other search engine initiatives required to increase paid and organic search traffic to GoTahoeNorth.com.

Paid Digital, Social and Traditional Media

Includes media plan development based upon in-depth research into target audience media, technology and social preferences. Includes monthly performance analysis and adjustments as required to maximize efficiencies and return on media spend. Includes media rate negotiations, purchase and placement.

Opportunistic Media

Budget set aside to ensure that the Agency is able to take advantage of unplanned media opportunities as they arise. Agency will provide POVs (Point of Views) for all recommended opportunistic media.

Digital Media Management & Reporting

Detailed monthly results and analysis based on approved Key Performance Indicators (KPIs). Includes a review of past performance data to establish baselines and incorporate key learnings. Measurements include, but not limited to:

- Year-over-year and month-over-month website activity (total sessions, bounce rates, page views, time on site, top origin markets, referral traffic, top-performing pages, etc.)
- Paid media performance (total clicks, cost-per-click, conversions)
- SEM analysis (year-over-year and month-over-month click-through rates and cost-per-clicks, top performing ads, etc.)



2015-2020 Strategic Goals

Are these still the goals that the board desires for focus? Any recommended changes?

What are the best metrics for measuring success?

Marketing, Sales and Visitor Information

By 2020, we will have Increased Destination Visitors year round to North Lake Tahoe by 10% in Summer and Winter over summer and winter of 2014/15. *10% increase in summer = 29% arrive by air; 10% increase in winter = 40% arrive by air.

By 2020, we will have Increased Visitor Information Distribution via collateral and technology to a Broader Audience by 20% over 2013-14. *Reach 111,000 people through new audiences

By 2020, we will have developed and implemented Three-year Marketing Strategies to adapt to short and long term market dynamics. (ie: events, climate change, demographics)

Transportation and Capital Investments

By 2020, we will have taken a leadership role to Identify and Establish Funding to implement the Transit Vision.

By 2020, we will have Improved Tourist –Serving infrastructure in North Lake Tahoe.

Organization Capacity

By 2020, we will have increased Community Engagement by 20% over 2014/15. *Increase membership by 20% from 475 to 570, increase social engagement with Chamber platforms by 20%.

By 2020, we will have an improved Relationship with Placer County.

By 2020, NLTRA will have Increased and Expanded TOT and/or non-TOT funding to support strategic goals. *5 year goal is \$3M



2015-2020 Strategic Goals

Final 2015-16 Report

Marketing, Sales and Visitor Information

By 2020, we will have Increased Destination Visitors year round to North Lake Tahoe by 10% in Summer and Winter over summer and winter of 2014/15.

***10% increase in summer = 29% arrive by air; 10% increase in winter = 40% arrive by air.**

Staff Responsibility: John Thompson, Jason Neary, Greg Howey, Sarah Winters, Judy Laverty, Anna Atwood

2015/16 Action Plan:

- In consultation with the Resort Association's Marketing Committee, develop and implement an integrated media, marketing and promotions plan which is targeted to audiences located outside of the North Lake Tahoe area. Such plan shall focus on increasing visitation to the destination during mid-week and strike zone time periods, average length of stay per visitor and total number of visitors arriving by air.*
 - Our current media and marketing plans have brought forth detailed discussion among Marketing Committee members, and other stakeholders alike. Our FY Plan is to implement destination branding in Southern California and is 100% digital. SEM throughout CA and social media pushing in all non-stop flight markets into Reno/Tahoe International Airport (RTIA). YTD this strategy has seen a 7% increase YTD in destination visitor arrivals into RTIA.
- Conduct at least one member and partners workshop to review the results of in-market marketing, advertising and promotions efforts. The feedback and input received during this workshop shall be considered by the Resort Association when developing the FY 2016-17 in-market integrated media, marketing and promotions plan.
 - Conducted one marketing workshop in conjunction with the April Marketing Committee and the April Cooperative Marketing Committee meeting. Committee members, along with the members of the BACC and the public in attendance, provided input on all of the 2015-2016 marketing programs and promotions. This input is being utilized in the construction our 2016-2017 marketing and media plan.
- Increase public and media awareness of North Lake Tahoe as a premier year-round travel destination.*
 - We have increased the amount of public and media awareness YOY by 284% when compared to advertising equivalency.
- Generate positive editorial coverage in national and regional publications and communications channels.*
 - This has proven to be easy when you have SNOW in the winter. Spring and summer messaging across the board have been positive.
- Conduct media familiarization trips throughout the course of FY 2015-16.*
 - We hosted 1 media FAM consisting of 7 Japanese Journalists, 3 different groups of outdoor writers from the Outdoor Writers Assn of California (OWAC) Conference hosted in Auburn.

- Provide assistance to travel writers on assignment in North Lake Tahoe.*
 - Key publications include Men's Health, Australia; Women's Health, Australia; James Tobin, Weekend Sunrise, Australia; Ski/Snowboard Magazine, UK; numerous bloggers and other digital content writers on assignment.
- Generate and update content for the media center on GoTahoeNorth.com.*
 - Ongoing refinement our media pages on GoTahoeNorth.com is undertaken by The Abbi Agency and Shelley Fallon. We are utilizing Drop Box links for photo's, sample itineraries and press releases to gain a better insight into who is downloading our information and when. We have seen a 52% increase YOY in media visits and downloads from this site. With current trends in the media wanting more information on-demand, they have stated they prefer this method as it decreases the time spent searching for information on a destination.
- Integrate messaging between traditional media and online media.*
 - With the amount of social media outlets growing annually, it's important for our destination to be aware of the value of these outlets. We continually present our releases to both traditional and online media sources. This is an ongoing, industry wide trend. Most free-lance journalists have been transitioning to online media, but some still work in the traditional realm as well.
- Develop and implement an integrated media, marketing and promotions plan promoting group/conference sales.*
 - In fiscal year 2015/2016 conference sales staff developed a successful integrated media, marketing and promotions plan. This plan consisted of print and digital media, robust trade show schedule and direct sales effort (sales blitzes) in key markets. The plan also included hosting multiple in-market (North Lake Tahoe) industry events. The plan was developed in consultation with our stakeholders and agencies and focused on key target demographics in regions we determined had the best opportunity to generate new meetings business for North Lake Tahoe. Our media, marketing and promotions focused on our target markets of Northern California, Southern California, Chicago and Washington DC, with some attention given to secondary markets in Texas. The markets were selected for various reasons including, history of bookings, potential for future bookings, proximity to North Lake Tahoe, availability of non-stop flights, and concentration of in-market associations.
- Promote the Placer County portion of North Lake Tahoe at industry trade shows.*
 - We included Placer County messaging at 24 Leisure and Conference Sales trade shows that we attended in FY 2015-2016. These shows include; Visit California Mexico Sales Mission, Receptive Tour Operator West, Go West, Mountain Travel Symposium, IPW, NLTMC Sales/Media mission to Mexico, Luxury Travel Summits, ASAE Springtime in the Park (Washington DC), to name a few.
- Foster direct relationships with organizations and groups that regularly travel to offsite locations for conferences, conventions, seminars, meetings, training and similar gatherings.
 - Extensive travel by the conference department is taking place to facilitate these relationships. The conference trade show industry has shifted to appointment based shows that allows for a greater understanding of a meeting planners needs. This also gives us a greater opportunity to develop relationships with these planners and focus on their individual needs as opposed to standing in a booth waiting for a client to walk by. Sales staff is diligent with their telephone follow up to get planners to visit the destination for a site tour. We have a greater success in booking business when we are able to develop these relationships when we are able to host them in North Lake Tahoe.

- Utilize multiple distribution channels for the sale of North Lake Tahoe vacations and vacation products, including: 1) direct to consumer; 2) travel agents; and, 3) domestic and international tour operators.
 - We utilize current and new distribution channels for the distribution of our vacation product. Our #1 call to action on all of these channels are the deals and lodging pages GoTahoeNorth.com. We rely on the Visit California Welcome Centers in Northern California, Reno Airport and Truckee Visitor Center to distribute Vacation Planners and Visitor Guides to consumers. We have developed a Travel Agent database and send regular email messaging. For Domestic and International Tour Operators, we have updated our Travel Industry sales efforts and showing positive growth in a number of markets. For example, with our Mexico public relations and sales efforts, we have grown our visitor numbers to the website from Mexico alone by 150% YOY. We know through experience that the international markets need 1-3 years to mature. We focus our international efforts in Mexico, China, Domestic Receptive Tour Operators and Online Travel Agents.
- Administer the Community Marketing Program and Special Events Mini-Grant process as specified in the Placer County/Resort Association Agreement.
 - For FY 2015-2016 we issued 12 grants for a total of \$56,288, which included program funds that carried over (\$6,288) from cancelled events that received grant funding in FY 2014-2015..
- Serve as the Resort Association's primary liaison to the cooperative tourism marketing programs available at the state level, including partnership with the California Travel and Tourism Commission (CTTC), dba, Visit California.
 - We have a staff member currently sitting on the High Sierra Council, Visit California Marketing, Snow and Rural Committees. Staff also attended a Visit California Mexico Sales & Media Mission and bought into a travel agent training program in five different cities within mainland China and Taiwan.
- Serve as the Resort Association's primary liaison to General Sales Agents (GSAs) in international markets identified as priorities for development.*
 - Staff provides assistance with GSA site tour requests, FAM events and monthly status calls are conducted with GSA's in Australia, UK and France.
- Host at least two travel trade FAMs per year, one with a summer focus and one with a winter focus.*
 - Completed 3 FAMs. One from Australia (Spring/Summer), one from France (Spring/Summer) and one in partnership with American Airlines (Winter).
- In conjunction with the Resort Association's Public Relations team and with GSA's, host multiple media FAM trips.*
 - Staff assisted and/or escorted 29 Media FAM-trips/site-inspections in conjunction with the Reno Air Service Corporation (RASC), Visit California and Travel Nevada GSA's.
- Conduct sales missions, site inspections and familiarization tours (FAMs).
 - We conducted a sales mission to Mexico. Hosted American Airlines FAM trip with 8 qualified agents. Hosted a Qantas Airlines FAM in mid-march with 14 qualified agents and a French travel agent FAM in partnership with the High Sierra Visitor Council.
- Brand and position North Lake Tahoe as a top Nordic destination through cooperative efforts with Nordic resorts, suppliers and partners.*
 - Staff established a Nordic sub-committee and created a combined marketing effort with NLTRA and participating Nordic resorts of \$15,000. This effort went towards the printing of an updated ticket booklet, reprinting and update of the Winter Nordic Map and print advertising in the following publications; Adventure Sport, Cross Country Skier, Master Skier, Faster Skier and Ski Trax.

- Work with RASC to increase direct air service, particularly from the East Coast with 15% - 20% more passengers into Reno Tahoe airport (3,212,373 passengers used the RTIA in 2014 compared to 5,226,131 in 2005 – a decrease of 38.5% in 10 years).
 - Staff continues to have presence on RASC Board and Marketing Committee. Since then new air service has been added from Orange County, CA, Boise and Oakland. As this reporting is only obtainable six month in arrears, we are comparing last six months of 2015 with the last six months of 2014 the YOY visitors increase was 7%, and available load factor (seat inventory) grew by 6%. The launch of JetBlue service from New York City in June 2015 consistently runs an 83 to 87% load factor. This new flight has brought in 46,410 passengers from the east coast into the Reno/Tahoe region.
- Evaluate marketing spend between Bay Area and Destination.
 - Ongoing conversation with Marketing, Lodging and Conference Committees assisted in the development of our plan to increase our marketing spend in Southern California to 90%, and the remaining 10% into search engine optimization (SEO) in Northern California.
- Continuously update GoTahoeNorth.com with content designed to engage travelers and inspire visitation to North Lake Tahoe.
 - This is ongoing with our Web Content Manager/Contractor Shelley Fallon. We utilize internal marketing to request stakeholder updates and specials and post these immediately. With this effort we have been able to increase unique visitors to the site by 42% YOY and have increased average length of stay on the site by 20.8% YOY.
- Ensure GoTahoeNorth.com includes all information that a visitor would need to book a trip to North Lake Tahoe and find information to enhance their visit while in market.
 - This effort is ongoing with Web Content Manager/Contractor Shelley Fallon and a select number of staff. We have seen a positive impact to the deals, events, and lodging pages as these are the top three visited pages. These pages receive 83% of total page views on GoTahoeNorth.com.

Performance Indicators:

- Increase in TOT collections by 2% as compared to FY 2014-15.*
 - Current increase YOY using YTD info from June '15 to May '16 is at 20.59%
- Increase number of travelers arriving by air by 3% as compared to FY 2014-15.*
 - We only receive official airport arrival numbers 6 months in arrears. But when we compare the first two quarters of FY 14-15 with the first two quarters of FY 15-16 we see a 7% increase YOY. Final FY numbers are not available until December 2016. Even with the seasonality of arrivals into Reno/Tahoe International Airport, preliminary numbers from the airport show a 4% total YOY increase.
- Increase mid-week occupancy by 5% as compared to FY 2014-15.*
 - Based on our current figures through the Lodging Barometer, mid-week occupancy grew by 21% YOY.
- Increase occupancy in the months of September 2015 and June 2016 by 5% as compared to the prior year.*
 - September 2015 saw an occupancy increase of 22% YOY. Through our Lodging Barometer, June 2016 current numbers are showing a 7% decrease, or a net increase YOY of 15%. This does not include large event occupancy weekends, such as Tough Mudder and La Crosse.
- Advertising equivalency of public relations efforts increased by 10% over FY 2014-15.*
 - We increased public relations advertising equivalency by 280% YOY. The numbers for FY 2014-2015 were \$1,902,437 compared to \$7,238,143 for FY 2015-2016.

- References to GoTahoeNorth.com in editorial stories and features about North Lake Tahoe increased by 20% over FY 2014-15.*
 - This number only increased by 14.7%. We believe this number is showing down, but unable to track every online story that references GoTahoeNorth.com.
- Number of media contacts and press releases downloaded from GoTahoeNorth.com increased by 15% over FY 2014 -15.*
 - Visitors to the GoTahoeNorth.com press room totaled 3,296 in FY 2015-2016. Statistics for the FY 2014-2015 are unavailable as the analytics on the new site began on June 24, 2015.
- Conduct at least 20 annual Leisure Sales site inspections and sales missions promoting North Lake Tahoe.*
 - Staff saw a major increase in educational opportunities with the initiation of Web Trainings and conducted 27 total promotion opportunities: 16 Site Inspections, 4 Sales Missions and 7 Webinars.
- Increase North Lake Tahoe product placement in wholesale and tour operator sales channels by 5% over FY 2014 -15.*
 - The wholesale and tour operator numbers saw no measurable increase or decrease YOY in product placement. So this goal was not achieved. We did however see an increase in the number of properties included in OTA's (online travel agents) like Expedia and Travelocity. In the past, these companies did not differentiate between North and South Lake Tahoe, and now they do. This shift will allow us to better track the amount properties added through these channels with these relationships in place.
- Increase newsletter database of travel agents located outside the four hour drive market by 50% over FY 2014 - 15.*
 - Staff was able to achieve this goal. Predominantly international receptive tour operator agents in LA, NYC and Florida. We started the year with 22 agents, and now have over 280 agents who have opted in to our messaging are now on our database.
- Increase the number of Nordic passes sold by 20% as compared to FY 2013 - 14.*
 - This is a program that has not garnered much success. We redeveloped the Nordic Pass, did sell two packages, obtaining our goal, with an increase from selling no packages previously. These 2 packages were purchased by us to fulfill our obligation for the online contesting we conducted. This is not a program we feel is viable in the future.
- Improve International travel by 5% (Currently 8% of summer visitors).
 - This number is not available until after intercept research is complete this fall.
- Increase visitor participation in specific in-market marketing initiatives by 10% as compared to FY 2014-15.
 - We saw a 23% increase in visitor participation in these initiatives in FY 2015-2016. FY 2014-2015 total engagement/participation was 38,761, versus 47,772 in FY 2015-2016.
- Number of social media followers increased by 15% over FY 2014-15.*
 - We were able to increase all social media followers by 32.5% in FY 2015-2016. At the end of FY 2014-2015 we had a total of 111,288 followers, versus 147,512 in FY 2015-2016.
- Increase number of YouTube viewers by 20% as compared to FY 2014-15.*
 - We increased YouTube viewership 29.46% YOY. Total views at the end of June 2015 were at 129,316 versus 167,412 in FY 2015-2016 YTD.
- Increase number of Instagram photos posted by 25% as compared to FY 2014-15.*
 - Instagram posts increased by 92% YOY. Total in June 2015 was 799, and we increased that number to 1,536 to date.
- Total unique visitors to site increased by 5% over FY 2014-15.*
 - 42% increase YOY. From 495,251 unique visitors to 707,272
- Average length of stay on the site increased by 10% over FY 2014-15.*

- 20.8% increase YOY. From 2:01 to 2:26.
- Reduce bounce rate of the site by 10% as compared to FY 2014-15.*
 - Reduced by 53.31% YOY. From 56.19% to 26.23% bounce rate.
- Percent of direct and bookmarked visitors increased by 3% over FY 2014-15.*
 - Unable to calculate this goal with the change in count procedures from the old site.
- Number of repeat Visitors increased by 15% over FY 2014-15.*
 - Unable to calculate this goal with the change in count procedures from the old site.
- Number of lodging referrals increased by 5% over FY 2014-15.*
 - 14% increase YOY including "Deals Page"
- Lodging referrals as a percentage of total unique visitors increased by 5% over FY 2014-15.*
 - Unable to calculate this goal with the change in count procedures from the old site.
- Organic search increased by 10% over FY 2014-15.*
 - Unable to calculate this goal with the change in count procedures from the old site.
- Number of newsletter sign-ups increased by 5% over FY 2014-15.*
 - 8.62% increase YOY. Our database total at the end of June 2015 was 34,519 versus 37,495 to date in 2016.
- Increase TOT and other revenues associated with group and meetings business by 5% over FY 2014-15.*
 - Conference sales saw a growth YOY of 31% in actualized room revenue, from \$2,177,755 to \$2,853,444.
- Increase total leads and total booked revenue by 5% over FY 2014-15.*
 - With a slow booking pace the team didn't achieve this goal. Group business booked in FY 2015/2016 YOY decreased 20.09% from \$2,376,161 in FY 2014/2015 to \$1,892,831 in the current FY.
- Increase number of group and conference requests for proposal submitted through GoTahoeNorth.com by 5% over FY 2014-15.*
 - 33% increase YOY from 6 to 8 submissions.

By 2020, we will have Increased Visitor Information Distribution via collateral and technology to a Broader Audience by 20% over 2013-14.

***Reach 111,000 people through new audiences**

Staff Responsibility: John Thompson, Emily Detwiler, Ginger Karl, Kym Fabel, Visitor Center staff

2015/16 Action Plan:

- Utilize social media to increase public awareness of North Lake Tahoe.*
 - North Lake Tahoe social channels have a combined dedicated following of 147,712. Broken out by channel, that following is 98,000 Facebook likes, 33,800 Instagram followers, 15,200 Twitter followers, 538 Pinterest followers and 174 YouTube subscribers. These audiences have grown by 40,086 new followers during FY 15/16 alone. Additionally, North Lake Tahoe social media channels had a reach of 33.85M impressions via social media during FY 15/16, using these channels to effectively increase public awareness of North Lake Tahoe to targeted audiences.
 - Chamber Facebook Likes are at 3,681 (high # of engagement for a local Chamber)/Chamber Instagram (just started account on Jan. 1, 2016) 387

Followers, 118 posts since Jan. 1, 20 "Likes" avg. per post/Chamber Twitter- 1,180 Followers, 1,243 Tweets

- Utilize contests, quizzes and campaigns to increase followers and engage viral community.*
 - During FY 15/16, many contests and campaigns were incorporated into overall social strategy in order to increase followers and engage the viral community. These contests and campaigns include ticket/event-based giveaways, Instagram takeovers, #TahoeSports photo contest in summer and winter (driving 400+ pieces of user-generated content), strategic advertising around campaign-based content and videos, and others.
 - One campaign example, the fall 2015 Ale Trail campaign, drove strong engagement among the viral community. This content-based campaign used quality social media content like videos, maps, graphics, user-generated content, a photo contest and giveaways to engage with followers and create new followers. Much of the Ale Trail content had a viral effect once posted, driving many shares and engagement. When the campaign initially launched, the first post drove almost 1,000 shares, creating an immediate viral effect upfront, and each video shared during the campaign had an average of 50 shares or more.
 - Entire social media marketing campaign created with @tahoebluevodka (Title Sponsor) with contests and prizes created for the 62nd Annual Community Awards Dinner
- Post scenic photography to inspire visitation and attract new followers.*
 - The North Lake Tahoe social media accounts have been built around a strategy of scenic photography and an inspirational message to both attract new followers and encourage visits to North Lake Tahoe. Almost every photo featured on the @TahoeNorth Instagram account is made up of scenic photos, either owned by GoTahoeNorth or re-posted from social media users in the area. These photos have been paired with an inspirational message to encourage visits to the area and seeing different spots around the lake, attendance of North Lake Tahoe events and participation in human powered sports in the area.
 - All other North Lake Tahoe social media channels, including Facebook, YouTube, Twitter and Pinterest, also frequently pair scenic photography with an inspirational message to inspire visitation and attract new followers. Owned scenic photography has been compiled through campaigns to illustrate the activities and beautiful settings offered in North Lake Tahoe. Additionally, scenic user-generated content is often featured through channels to showcase the experiences of individual users around the lake. All social media advertisements lead with strong scenic photography to create an initial inspirational message on new audiences.
- In consultation with the Resort Association's Business Association Chamber Collaborative and Marketing Committee, develop and implement an integrated media, marketing and promotions plan which is targeted to audiences located, either permanently or temporarily, within the North Lake Tahoe area. Such plan shall focus on increasing visitor awareness of all of the amenities offered in the region, including driving visitation to the mountain resort communities during the summer and visitation to the lakeshore communities in the winter.*
 - Touch Lake Tahoe, a winter campaign with the objective of increasing Lake visitation, utilized a social media engagement and scavenger hunt at businesses in the lakeside town centers. Peak Your Adventure, a summer campaign to drive people to the mountain villages, utilizes a similar social media platform and fun selfie sticks. The High Notes campaign is also during the summer to draw attention to the free music and music festivals all around the North Tahoe region. "Shopping" campaigns to include Shop Local were the focus of the Christmas holiday season, while a destination shopping component to the GTN website is also planned to roll out in the near future.

- Conduct at least one member and partners workshop to review the results of in-market marketing, advertising and promotions efforts. The feedback and input received during this workshop shall be considered by the Resort Association when developing the FY 2016-17 in-market integrated media, marketing and promotions plan.*
 - There have been two BACC and Marketing Committee meetings where other committees and community were invited to hear the proposed marketing campaigns. Another workshop to go over the 2016-17 in-market plan was held in March.
- Administer the Community Marketing Program and Special Events Mini-Grant process as specified in the Placer County/Resort Association Agreement.*
 - The BACC has administered the special events mini-grant process in the fall of 2015. The community marketing program is coordinated with presentations to the BACC committee by business associations as they are ready. All community marketing grant presentations are complete for this fiscal year.
- Ensure GoTahoeNorth.com includes all information that a visitor would need to book a trip to North Lake Tahoe and find information to enhance their visit while in market.*
 - A digital version of Visitor Guide is being highlighted on GTN.com. Updates to lodging, businesses, landing pages, event listings and deals are made to GTN daily by Emily Detwiler and Shelley Fallon.
- Develop, publish and distribute the bi-annual North Lake Tahoe Official Visitor Guide. Summer guide distribution shall be 70,000 copies; winter guide distribution shall be 30,000 copies.*
 - 30,000 copies of the Winter Guide were published and all copies were distributed. The Summer Visitor Guide is in print and distribution of 70,000 will start over the next week.
- Develop, publish and distribute a minimum of 20,000 North Lake Tahoe Neighborhood Maps.*
 - Produced and distributed 20,000 through numerous channels including VIC, Conference packets, hotel front desks and attractions.
- Develop, publish and distribute a minimum of 10,000 North Lake Tahoe Cross Country Ski Maps.*
 - Produced and distributed 9,600 maps through VIC and XC operators including resorts and retail over the winter season.
- Operation of the year-round Tahoe City Visitors Center, which shall provide guests with information concerning North Lake Tahoe businesses, attractions, events and activities.*
 - Operation of the TC Visitor Center including hiring and maintaining information staff and volunteers, creating informational one sheets, daily itineraries and ensuring brochure racks are stocked with updated ideas for visitors to see and do while in North Lake Tahoe. At the Tahoe City Visitor Center we provide local artist and locally made goods to be sold to guests.
- Operation of the summer-season (July 4th weekend through Labor Day weekend) Visitor Center at Kings Beach State Recreation Area, which shall provide visitors with information concerning North Lake Tahoe businesses, attractions, events and activities.*
 - Successfully completed Summer 2015. We moved to the central area of the Kings Beach State Park and increased visitation in 2015 by 27% over 2014. Contracts and staff are in place for operation of the Visitor Information Kiosk for summer 2016 Thursday-Tuesdays starting the week prior to July 4th through the end of August.
- Maintain an information kiosk in the Reno Sparks Convention and Visitor Authority Visitor Center in Downtown Reno.*
 - This center is stocked once a month or more if needed. We are in contact with the owner and manager to ensure they are stocked with Visitor Guides, Maps and seasonal brochures.
- Ensure information racks at the Reno-Tahoe International Airport are stocked at all times with materials promoting North Lake Tahoe.*

- The Bell Limo desk is stocked once a month or more if needed. We are in contact with the Airport Shuttle staff to ensure they are stocked with Visitor Guides, Maps and seasonal brochures.
- The Director of Visitor Services shall meet bi-annually with the majority of the lodging properties located in the Placer County portion of North Lake Tahoe to advise them of the services and benefits provided by the Resort Association.*
 - Staff has met, emailed and spoken to 48 lodging providers to advise them of the services and benefits provided by the NLTRA. We also held a Round Table discussion in May concerning Airbnb and are planning more discussions like so for the fall 2016 and we constantly work with our lodging partners to ensure that their listings on GTN are updated, correct and they are able to post deals and events on GoTahoeNorth.com.
- Regularly distribute information concerning events and business opportunities to lodging operators and other local businesses.*
 - Continue to reach out through BizBytes at least 2 times per month, Social Media in conjunction with the Chamber and at Association meetings on average of 3 times per month, in addition to regular emails to lodging properties.
- Conduct bi-annual customer service training with staff at 25% of local businesses, with a target of providing training to 250 employees. The training shall be designed to provide local business employees with knowledge of the destination to enhance the visitor experience and encourage repeat visitation.*
 - Met with multiple videographers and are under contract to produce a customer service/destination knowledge training video to service local businesses for Summer 2016. We will be working with business owners and HR staff to ensure staff watches the videos.

Performance Indicators:

- Increase the number of visitors served in visitor information centers by 2% over FY 2014-15.*
 - The number of visitors served YTD at the end of April is down 2.58% in the Tahoe City Visitor Center, up 37.73% in the Kings Beach Summer kiosk, and phone calls and email responses are up 1.68%.
- Increase the number of visitors accessing GoTahoeNorth.com while in-market by 2% over FY 2014-15.*
 - Currently tracking partial numbers in FY. At this time this information can only be tracked from Google Ad Words, not direct IP Addresses
- Completion of customer service training as specified above.*
 - Scheduled for Spring/Summer 2016
- Completion of gateway opportunity assessment/recommendations synopsis by February 28, 2016.*
 - Completed on February 28, 2016
- Increase the number of hits on social media channels from in-market promotions (Touch the Lake, Peak Your Adventure...) by 10% over FY 2014-15.
 - Social media engagement increased by 18% during the BACC campaigns: 29.46% increase in video views, 32.5% increase in social media followers, and 92% increase in Instagram photos
- Initiate tracking of the number of visitors touched through visitor guide and map distribution, and increase the number of Visitor Guide downloads by 5% over FY 2014-15.
 - We did not have tracking of the Visitor Guide downloads for the 2014/15 year with the prior website platform. Current numbers for 2015/16 are 1,410 for the summer and 2,164 for the winter. The increase from summer to winter was 53%.

By 2020, we will have developed and implemented Three-year Marketing Strategies to adapt to short and long term market dynamics. (i.e.: events, climate change, demographics)

Staff Responsibility: John Thompson, Jason Neary, Greg Howey, Sarah Winters, Judy Laverty, Anna Atwood

2015/16 Action Plan:

- In collaboration with Placer County and with input from the regional permitting authorities, update the *Special Events Resource Guide*. The guide shall include an overview of local special event regulations, permitting processes and a description of the special events services and support available through the Resort Association.*
 - Submitted Placer County Executive Office and loaded on GoTahoeNorth.com
- Develop or recruit one special event with national and/or international television coverage, preferably in an identified initiative area and/or during a strike zone period.*
 - Spartan World Championships October 2016 and co-host of the Amgen Tour of California woman's race around Lake Tahoe in partnership with South Lake Tahoe.
- Prior to submitting a bid to host and/or sponsor any special event that would utilize public right of way or otherwise impact the provision of public services, coordinate with all potentially impacted public agencies to determine if adequate resources exist to support the event.*
 - Our updated internal policy (Special Event Resource Guide) requires staff to guide any event planner that is looking to plan and execute an event with public impact through the complicated permitting process. We align these planners with the appropriate local, county or state agency. From there we make sure all of the impacted agencies are aware of the ongoing planning process and include them in the final decision process.
- Execute and manage contracts for all Resort Association-sponsored special events, ensuring all promotional considerations due to the Resort Association and/or Placer County are received.
 - Special Event staff meets with all special event organizers and assists them from start to finish. This allows for a consistent message provided from the Resort Association to assure our promotional needs are met.
- For all Resort Association-sponsored special events, assist event producer in the completion of final event report which shall include specific tracking measurements necessary to determine return on investment of the event.
 - We request that tracking measurements be implemented via surveys of attendees at all NLTRA sponsored events.
- Publish and maintain on GoTahoeNorth.com a calendar of special events to be held in North Lake Tahoe.*
 - We have put in place an ongoing internal strategy to streamline the submittal process for all of our stakeholders. We also review regional publications on a weekly basis to make sure our calendar of events is the most comprehensive for visitors and locals alike.
- Create a Millennial strategy to attract larger numbers of this age group to the destination.
 - Included in our digital video marketing. Research shows that digital video marketing is what the millennial travel market pays the most attention to. We have tested this in Southern California and through website statistics and online surveys have grown the overall reach to this market. This strategy is discussed continually with the Marketing Committee and helps guide us in our marketing messaging. We follow research trends and apply these findings to our outreach. We will use summer 2016 intercept research to monitor the growth of this age demographic.
- Improve market research and leverage other partners' research.

- Ongoing relationship building with our stakeholders and competitive set to gain access to additional research. Our ongoing survey on GoTahoeNorth.com is helping with this as well.
- Evaluate number and type of events with brand alignment as well as impacts to community.
 - Each event is analyzed for alignment, positive economic and disruptive impacts to the community. We also outline these needs to our event grant recipients and discuss any opportunity with the marketing committee to make sure we are creating additional economic impact, aligning with our brand message and strike zone needs for our lodging community.

Performance Indicators:

- One or more new events with national and international television coverage held during a strike zone in FY 2015-16.*
 - Spartan World Championships has been booked at Squaw Valley on the first weekend of October annually through 2018. The event draws over 13,000 athletes and spectators annually. Television coverage on NBC is shown nationally and NBCSN and SKY Sports replay the event up to ten times per year reaching over one million viewers globally. We also co-hosted the Amgen Tour of California Women's race around Lake Tahoe that received coverage on NBCSN on a tape delay along with the Men's race.
- All promotional considerations due to Resort Association and/or Placer County documented as having been received.*
 - Each event is different and placement is evaluated on a case by case basis. Our special events grant and sponsorship agreements outline what is required and documentation is provided in follow up from each event. 100% of events receiving grants or sponsorships have complied with this and has been documented.
- Return on Investment reports for each sponsored event completed within 45 days after the event.*
 - We have been able to secure reporting from 100% of the events that we have grant and sponsorship agreements with in FY 2015-2016 and submit to the county and all other entities involved.
- Updates to *Special Events Resource Guide* completed by January 30, 2016.*
 - This was completed with assistance with Placer County staff following numerous meetings with local, regional and state agencies and submitted to county staff on time.

Transportation and Capital Investments

By 2020, we will have taken a leadership role to Identify and Establish Funding to implement the Transit Vision.

Staff Responsibility: Ron Treabess, Sandy Evans Hall, Valerie Lomeli

2015/16 Action Plan:

- Work with PCTPA to participate on ½ cent transportation sales tax ballot
 - PCTPA Board has released Expenditure Plan which has received County BOS and Jurisdictional approval. PCTPA voted to request placement on November ballot at June 22nd Board Meeting. BOS will place on ballot during July meeting.
- Conduct community polling on Transit Vision priorities

- Voter surveying was completed June 20th and data is being compiled for presentation at beginning of July.
- Raise funds for campaign and advocacy of ½ cent tax measure if approved by Board of Supervisors
 - This will take place in the FY2016-17 once the final decision to move forward has been made.
- Conduct the fourth North Tahoe Transportation Summit for the purpose of updating the community on the current status of the Transit Vision and developing both short and long-term strategies to implement the Transit Vision. As specified in Attachment A-1, Research and Planning funds in the amount of \$3,000 have been allocated for this task in FY 2015-16.*
 - The Transportation Summit has been postponed waiting for the decision to move forward on the ballot issue for the ½ cent sales tax. It will take place in late summer for tax educational purposes, basin-wide transportation planning, and Placer County's Tahoe Truckee Regional Transportation Systems Plan.
- Collaborate with Placer County Department of Public Works, Placer County Transportation Planning Agency, Tahoe Transportation District, Truckee North Tahoe Transportation Management Agency and the Town of Truckee in identifying opportunities for expansion of North Lake Tahoe transit programs and services. As specified in Attachment A-1, Research and Planning funds in the amount of \$7,000 have been allocated for this task in FY 2015-16.*
 - CI/T recommendations were made in February, 2016, and April, 2016. NLTRA Board approved at May meeting, and BOS approved as part of the 2016/17 budget process. Improvements include 30 minute headways in winter, off-season evening service in spring, additional morning Northstar service in winter, summer West Shore trolley (TTD), and annual marketing plan for 16/17 transit
- Convene stakeholders and Vision Coalition to develop plan for remainder of Vision funding needs.
 - With the Placer adoption of the Transit Vision, the Vision Coalition merged under the TMA lead and will meet as necessary
- Research federal and state grant programs appropriate for funding Transit Vision.
 - Working with TTD, PCTPA, and TMA to create a larger regional TMPO to compete with more urban regions for Federal funds. Also using the calculation of tourism numbers is helping with this.
- Execute and manage a contract with California Highway Patrol for peak season summer traffic management services in Tahoe City and Kings Beach.*
 - Completed for Summer 2015.
- Collaborate with Placer County Department of Public Works in developing schedule and scope of work for FY 2015-16 winter traffic management services in Tahoe City.*
 - Completed for Winter 2015/16.
- Collaborate with the Truckee North Tahoe Transportation Management Agency and the Tahoe Transportation District to complete an updated business plan for the scheduled airport shuttle service program by October 30, 2015. Such plan shall be approved by the Resort Association Capital Investment/Transportation Committee and Board of Directors.*
 - The business plan was completed October 28 and was approved by the NLTRA Board of Directors in November.
- By November 30, 2015, release a Request for Proposals (RFP) for operations of the scheduled airport shuttle service program. Such RFP shall be based upon the approved business plan for the scheduled airport shuttle service program.*
 - The RFP was distributed on December 16 and was based on the approved business plan.
- By March 1, 2016, award a contract for the scheduled airport shuttle service to the program provider selected as a result of the RFP process.*
 - Contractor was selected March 31 and contract negotiated in April/May, final contract approval at June 2nd TMA Board.

Performance Indicators:

- Successful passage of ½ cent sales tax ballot measure.
 - Have participated with PCTPA, Placer County, TMA, and the Transit Vision Coalition to develop local expenditure plan and conduct a voter survey for the Tahoe region. Advocacy and education of voters will take place once the final decision has been made for the ballot issue, to include a Transportation Summit in the fall.
- Development of Transit Vision funding plan.
 - Merged Coalition into TMA. Placer County pursuing funding in addition to Sales Tax, additional federal and state funding and other opportunities.
- Increase passengers per vehicle service hour by 2% as compared to FY 14-15 for each Transit and Transportation service/program.*
 - TART service up 2% in January, up 6% in February, down 5% for 15/16 to date. North Lake Tahoe Express service up 284% in March, up 32% for 15/16 to date.
- Signed contract and schedule in place for CHP traffic management starting June 28, 2015
 - Completed on June 25, 2015.
- Signed contract and schedule in place with winter traffic management contractor by December 4, 2015 and provide daily monitoring of performance for DPW
 - Completed by December 1, 2015.
- Complete airport shuttle business plan by Oct. 30, 2015; release RFP by Nov. 30, 2015; and award service contract by March 1, 2016.
 - Business plan, RFP, Contract negotiated on schedule. Contract approved June 2nd, TMA

Related Scope of Work Tasks:

- Conduct on-site monitoring of FY 2015-16 winter traffic management services in Tahoe City.
 - Complete March 31, 2016
- Conduct and report on the results of regular monitoring of all transit/transportation services contracted by the Resort Association (either directly or through a funding partnership).
 - Complete through April, awaiting EOY data.
- Based upon quantitative and qualitative research and analysis, provide a recommendation to Placer County on the transit and transportation services that are necessary for the benefit of the tourism-based economy in North Lake Tahoe for FY 2016-17 and beyond. The recommendation shall include the objectives for each service/program, a recommendation as to the schedule and routes for the various services and a recommendation on allocation of available TOT funding to each service. As specified in Attachment A-1, Research and Planning funds in the amount of \$9,000.00 have been allocated for this task in FY 2015-16.
 - Committee recommendations made on April 11 and NLTRA Board of Directors approved on April 6, and approved by Board of Supervisors as part of the 2016/17 budget & contract.
- Execute and manage a contract with Truckee North Tahoe Transportation Management Agency to provide management services for the operation of the 2015 Summer Night Rider shuttle service.
 - Completed for summer 2015.

By 2020, we will have Improved Tourist –Serving infrastructure in North Lake Tahoe.

Staff Responsibility: Ron Treabess, Dawn Baffone

2015/16 Action Plan:

- Based upon quantitative and qualitative research and analysis, develop a long-range (2015 – 2022) plan for the funding of necessary capital improvements that benefit North Lake Tahoe's tourism-based economy. This plan shall be approved by the Resort Association Board of

Directors and submitted to the County Executive Office no later than June 30, 2016. As specified in Attachment A-1, funding for this task is included within the \$10,500 total Research and Planning funds allocated for Data Collection and Analysis for Capital Projects for FY 2015-16.*

- **This Draft Plan, as revised by CI/T and County will be completed by June 30.**
- Complete an in-depth, comprehensive situational assessment and funding plan for bike trails in the North Lake Tahoe region. The plan shall include, at a minimum, the following components: an assessment of the condition of existing trails; an analysis of the need for additional trails; a recommendation of amenities that should be added to existing trails and/or included when additional trails are constructed; and cost of routine maintenance and capital replacement of existing trails; cost of construction, routine maintenance and capital replacement of any recommended additional trails. As specified in Attachment A-1, funding for this task is included within the \$17,000 total Research and Planning funds allocated for FY 2015-16 Advance Project Studies.*
 - **Have gathered basic data for working with Placer County DPWF to insure the soon to be started County-wide Parks and Trails Master Plan project will include a comprehensive situational assessment and funding plan for paved multi-use bike trails in North Lake Tahoe.**
- Carry out the annual Capital Improvements Call for Projects process, including: preparation and publication of the application materials; receive, review and forward eligible applications to the Resort Association Capital Investment/Transportation Committee for their evaluation and recommendations for funding; forward the funding recommendations of the Capital Investment/Transportation Committee to the Resort Association Board of Directors for their approval; forward the funding recommendations of the Board of Directors to the County Executive Office for submittal to the County Board of Supervisors for consideration; execute and manage a contract for each approved project.*
 - **Call for Projects process began in September, 2015 and applications were reviewed by the CI/T committee November 16, and the NLTRA Board of Directors approved the projects at their December 2 Board Meeting. The recommended projects received Board of Supervisors approval on March 8, 2016. Contracts are being sent to 9 Grantees for signature before any payment of grant funding.**
- Coordinate acceptable wayfinding signage standards and provide funding for new signs.
 - **Funding has been provided but final agreement from Cal-Trans for the sign designs from Placer DPW has not been obtained.**
- Support and fund progress of completion and rehab of regional trail system.
 - **Dollar Creek Trail has been funded and is out for bid to begin construction this spring/summer, Truckee River Trail from Tahoe City to Squaw Valley has been funded and will begin rehabilitation this fall, Truckee River Corridor Access Plan has received funding for environmental and concept planning, Martis Valley trail has been funded for design and construction of trail to Northstar, Homewood trail was funded and construction has begun with completion scheduled for fall 2016, the Squaw Valley trail has received funding for rehabilitation which should begin this summer.**

Performance Indicators:

- For all approved Capital Improvement and Maintenance projects, execution of a project contract and implementation of the project in accordance with the timeline and scope of work established in each project's respective funding application and contract.*
 - **After projects are approved, five contracts are out to grantees and four going out. All to be signed before any project implementation utilizing TOT funding is initiated.**
- **By June 30, 2016, the number of new wayfinding signs installed since 2011 totals 50.***
 - **Due to approvals from Caltrans, this will not be accomplished, but progress is being made with Caltrans, and in areas not requiring Caltrans permitting.**

- Resort Association Board approval of Multi-Use Bike Trail Assessment Plan on or before June 30, 2016.*
 - Now being included in County-wide Recreation and Trail Plan. NLTRA basic trail data being provided.
- Resort Association Board approval of capital improvements long-range funding plan by June 30, 2016.*
 - Draft plan complete and reviewed by June 30, 2016.
- 10 miles of new or rehabilitated trails in progress or completed by June 20, 2016.
 - 30 miles is in progress by June 30, 2016. New construction: Homewood 1 mile; Truckee River 7 miles; Dollar Creek 2 miles; Martis Valley 2 miles; Squaw Valley 2 miles. Design and Planning: 16 miles including Truckee Corridor, Dollar Creek/Northshore, Martis/Northstar.

Organization Capacity

By 2020, we will have increased Community Engagement by 20% over 2014/15.

Staff Responsibility: Sandy Evans Hall, Ginger Karl, Valerie Lomeli

2015/16 Action Plan:

- Engage the community by demonstrating the 5 Core Competencies of a Chamber: Creating a Strong Local Economy, Promoting the Community, Representing Interest of Business with Government, Networking and Building Business Relationships and taking Political Action in 2015-2016.
 - All 5 Core Competencies and phrases have been implemented into all Chamber communication. A Government Affairs Committee is being planned for the upcoming Fiscal Year.
- Increase Ambassador participation by 20% or add 5 new Ambassadors by 2016.
 - Currently there are 15 Ambassadors for an increase of 10 or 200%.
- Give five presentations informing the community about the organization.
 - Tourism Summit (1), Breakfast Club (2) Master Plan and Chamber, Organization Structure presentation (1) Tech Summit (1)
- Create a strong Power Point presentation to present to the community about the organization and who we are.
 - A strong presentation has been created to take to Breakfast Club, Networking events, and prospective new members.
- Work with local media agencies to saturate the community with the knowledge of the organization and its mission through radio, television, newspaper and social media.
 - Have had weekly interviews with Tahoe TV, advertising with Moonshine Ink and Sierra Sun and will have the summer High Notes campaign with 101.5
- Host two new Tourism Summit's in the Fall and Spring of the year with presentations from Visit California and other regional Tourism industry professionals.
 - Fall's Tourism Summit was very well received by 70 attendees and in the Spring a second Summit with a technology emphasis was attended by 60 people.
- Host two business workshops per year to create opportunity to engage new business sectors with the current business community and taking the charge in the changing face of business within our community.
 - The Abbi Agency presented for ChamberEd in January "Social Media for Events" and June "Brand Storytelling." A Mixer which asked businesses about their challenges and needs, entitled Ignite, was held in the Fall of 2015.
- Increase Chamber Membership by adding an additional 19 members from 475 and taking into account attrition of membership for the year.
 - Membership is at 509, a milestone; however the full attrition has not been accounted for.

- Work with a local Chamber member to create a catalog of Member Business Videos to place on the website for business promotion and community promotion...
 - Currently working with Trina Gold, Jeff Freeman and Rotor Collective to identify existing video assets.
- **Create a Chamber video with a compelling message about the opportunities provided to the community and local businesses.**
 - No budget-defer to 2017
- Improve upon communications with community through electronic means, striving to increase open rates through providing valuable information.
 - Our open rates average 24% and above, industry standard is 24%-newsletter engagement has dramatically improved with an open rate averaging 25-30% and a database of 5,000+ emails
- Convene a task force of committee and board members to evaluate redundancy in organization mission, function and leadership roles, and to review and recommend any changes in organization branding.
 - Task Force was assembled and meetings have been scheduled in February, March, April and May with a final report and deliberation scheduled for the Board Strategic Planning Retreat on June 29, 2016.
- Increase membership votes in Board of Director elections.
 - Votes were increased from 58 in 2014/15 to 135 in 2015/16 for a 122% increase.

Performance Indicators:

- Increase in Ambassador Volunteers by 5 additional people.
 - Have added 10 new Ambassadors in 2015-16
- Increase membership participation in Board of Director elections by 4% over 2014/15
 - Increased by 122%
- Increase membership by 4% (net of 19 new members)
 - As of June 29, membership is at 509 which represents an increase of 30 members from 479 or an increase of 6.3%. It is anticipated that there will be some attrition from collections by the end of the 2015-16 FY which may bring this percentage lower.
- Conduct 4 workshops/forums and give 5 presentations about the organization
 - There have been 5 presentations, two forums, with the Tech Summit happening in May, and three workshops including a Brand Storytelling workshop held in June.
- Increase Open Rates for email communications in Constant Contact by 2% over 2014/15
 - Open rates have remained at an average of 25-30% which is an increase of 2-6%

By 2020, we will have an improved Relationship with Placer County.

Staff Responsibility: Sandy Evans Hall, Marc Sabella, Ron Treabess, JT Thompson

2015/16 Action Plan:

- NLTRA Board presentation of contract by County and NLTRA staff.
 - Presentation was made to the Board at the December 2015 Board meeting
- Coordinate a Joint Board meeting with NLTRA Board and Board of Supervisors.
 - In lieu of a joint Board meeting, NLTRA hosted a reception for the Board of Supervisors in April 2016 at the Resort at Squaw Creek
- Hold monthly meetings with County CEO staff to review financials and project updates.
 - Have had meetings with the County CEO staff every month beginning in July 2015
- Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.*

- We have made great efforts to comply with provisions and requirements of the Agreement. The transition in the Finance Department has made it difficult to have all provisions and requirements met for financial reporting.
- Revise the Resort Association Supplemental Operating Policies and Procedures to include a policy for the expenditure of TOT funds for employee meals, travel, lodging and transportation on or before October 7, 2015.*
 - This policy was approved on October 7, 2015
- Revise the Resort Association Supplemental Operating Policies and Procedures to include a policy governing the use of corporate credit cards on or before October 7, 2015.*
 - This policy was approved on October 7, 2015
- Revise the Resort Association Supplemental Operating Policies and Procedures to include a policy for the expenditure of TOT funds for business entertainment purposes, which shall include policy governing the purchase of alcoholic beverages for both clients and employees.*
 - This was combined with the Travel Policy above and was approved on October 7, 2015
- Review the Resort Association Bylaws and Supplemental Operating Procedures and Policies and make recommendations to the Board of Directors on any revisions that may be necessary.*
 - Have made Bylaw and Operating changes to BACC Committee meeting frequency and to change eligibility requirements for the At Large board position so far, in addition to the new policies that were created in October.
- Keep separate, complete and accurate financial records of all Transient Occupancy (TOT) funds allocated to the Resort Association and the expenditure thereof.*
 - Finance Department has reconciled all TOT funds for the current fiscal year.
- Prepare and post agendas and any support materials for all meetings of the Resort Association Board of Directors and/or Resort Association Committees no later than 10 AM on two (2) business days prior to the date of a meeting of the Board or Committee.*
 - We have complied with this requirement on the majority of packets and support materials, but did not always make the deadlines, and have had to submit additional documentation after the deadline.
- Maintain accurate records of the actions taken by Resort Association Committees and Board of Directors. Such records shall be posted to the Resort Association's website.*
 - All minutes are posted to the nltra.org website.
- Complete a review and update of the North Lake Tahoe Tourism Community Investment Master Plan, including adoption of an updated plan by the Placer County Board of Supervisors on or before October 20, 2015. As specified in Attachment A-1, Research and Planning funds in the amount of \$31,000 has been allocated for this task in FY 2015-16.*
 - Master Plan was approved by the Board of Supervisors on October 20, 2015.
- In consultation with the County Executive Office, prepare an annual legislative platform for Board of Directors approval no later than February 11, 2016. As specified in Attachment A-1, Research and Planning funds in the amount of \$10,000 has been allocated for legislative advocacy efforts in FY 2015-16.*
 - Based off the prior year platform that was approved by Placer County staff, the legislative platform was approved on February 3, 2016 by the Board of Directors. Amendments proposed by the CEO staff were made April 6, 2016.

Performance Indicators:

- Compliance with all requirements of the Placer County/Resort Association Agreement.*
 - We have made great efforts to comply with provisions and requirements of the Agreement. The transition in the Finance Department has made it difficult to have all provisions and requirements met.
- Completion of the tasks* identified above on or before specified deadlines.*
 - The tasks above have been accomplished with the exception of the posting of complete packets by 10 a.m. two business days in advance. There have been times when the deadline is missed and there is information delivered past the deadline.

- Presentation on contract to NLTRA Board by December 31, 2015.
 - A presentation on the contract was made at the Board meeting on December 2.
- Task Force for organizational structure established by January 31, 2016; recommendation by June 30, 2016.
 - Task force was established by January 31 and approved on Feb 3, 2016 by the Board of Directors. The fourth and final meeting of this group was May 25 and recommendations have been brought to the NLTRA Board for their determination.
- Joint Board Meeting with Board of Supervisors in April, 2016.
 - Have requested this meeting and we were told that there was not an interest on behalf of the Board of Supervisors to hold a joint meeting. Instead we hosted a reception on April 18 for the Board of Supervisors prior to their meeting on April 19, 2016. 5 Board members and 8 staff members were present along with members of the public. All members of the Board of Supervisors except Supervisor Durand were present.

By 2020, NLTRA will have Increased and Expanded TOT and/or non-TOT funding to support strategic goals.

Staff Responsibility: Sandy Evans Hall, Marc Sabella, Ron Treabess, JT Thompson

2015/16 Action Plan:

- Work toward successful ½ cent transportation sales tax ballot measure in 2016 with PCTPA.
 - Worked with the Transit Vision Coalition to develop an expenditure plan for the funds and will be conducting a poll of NLT voters in order to assist with advocacy if the decision to move forward is positive.
- Develop funding plan for Transit Vision with private and public stakeholders.
 - Have convened a private and public stakeholder group to identify a potential funding plan in addition to or in lieu of the ½ cent sales tax. County is planning to seek adoption of this plan from the Board of Supervisors and will most likely be taking the lead on the funding plan with advocacy support from the Transit Vision Coalition through the TMA.
- Establish Destination Task Force to research pros and cons of forming a Tourism Business Improvement District (T.B.I.D.) and make recommendations to NLTRA Board of Directors.
 - The discussion with lodging partners regarding a TBID is intended to take place in FY 2016-17
- Identify funding and grant opportunities in the Comprehensive Bike Trail Assessment Plan.
 - Due to the Placer County Recreation Master Plan overlap, staff will be participating with the county rather than creating a separate plan for trails.
- Develop a long-term Capital Improvement Plan and identify funding opportunities for specific projects.
 - This CIP is planned to go for review by the CI/T Committee in June and to the Board for approval on June 29, 2016.
- Contract with a company such as Civitas to assist with T.B.I.D. formation if recommended by Task Force.
 - When the lodging committee discusses this topic, Civitas will be invited to present, and then we will evaluate the timing of a contract to work with Civitas if there is strong support from the lodging partners.

Performance Indicators:

- Successful sales tax ballot issue in 2016, generating \$1.6M to E. Placer County for use on transit, trails, and roads
 - PCTPA will make a decision to move forward with this ballot issue in June, 2016. All jurisdictions have approved the expenditure plan. In July, it is anticipated that

the Placer County Board of Supervisors will vote to place this on the November ballot.

- Complete Bike Trail Assessment Plan on or before June 30, 2016
 - Working with Placer County DPWF to ensure the soon to be started County-wide Parks and Trails Master Plan project will include a comprehensive situational assessment and funding plan for paved multi-use bike trails in the Tahoe region.
- Complete long-term Capital Improvement Plan on or before June 30, 2016
 - The long-term Capital Improvement Plan will be updated and approved by June 30, 2016.

*Tasks and Performance Indicators from the Scope of Work with Placer County



Task Force Recommendations

Marketing – DMO

- Work with Marketing subcommittee to:
 - Define strategy and role for the DMO
 - Include strategy for collaboration
 - Evaluate the DMO spend – comparing apples to apples with other destinations
 - Strengthen DMO role to be more competitive
 - Identify \$s needed to do job – vision
 - Strategic focus on expanding alternative resources for long term vision
 - Consider TBID and/or TOT to raise additional funds
 - Expand sponsorships and grants to raise funds

Chamber

- Work with small subcommittee to:
 - Vision the role of a healthy, strong Chamber
 - Expanded role to include Community Development, Economic Development, and Legislative Advocacy
 - Increase representation of industries on board
 - Explore geographic tiers for membership
 - Define role of Business Associations v. Chamber
 - Create a strategic plan and funding plan
 - Identify partners and the role of the County
 - Organization structure options
 - Chamber role stays within NLTRA – add staff
 - Chamber is separate from NLTRA and strengthened with existing business associations

Transportation and Capital Investments

- Work with subcommittee of the CI/T Committee to review:
 - Moving transit dollars to County once CI/T Committee has advised funding allocation and approved by the Board of Supervisors
 - Continuing to advise BOS on Transportation Improvements and Capital Investments as NLTRA does currently
 - Providing advocacy on all Transportation Improvements and Capital Investments
 - Moving advocacy for transit to TMA board with a NLTRA seat at the table
 - Moving administration activities to the County to include creating and filing of documents, contracts and monitoring of contract compliance with vendors
 - Define role for the NLTRA – Desire to maintain advisory/funding role
 - Desire to keep local vision, goals, deployment of dollars
 - Voicing what to do with funds
 - Advocacy through the life cycle of the project
 - Desire to keep advocacy role
 - Define who is responsible for community outreach
 - Define how to partner with County for Administration

- Address fear of losing advisory or advocacy functions
- Admin in and of itself provides some layer of advocacy – entity to go to
- Cost effectiveness of switching
- Ombudsman or champion role may still be needed

Contracts

- Work with subcommittee (Jennifer, Erin, David B., Sandy NLTRA board members)
 - Longer term contract – 3-5 years understanding that budget will change annually
 - Simplify contract into distinct pieces: DMO, Transportation and Capital Investments
 - Consider starting from scratch
 - Structural suggestions:
 - Move to a work scope that creates trust, good faith, and partnership tone
 - Measure against goals and objectives
 - Look to see what the underlying problems are (within existing contract) and try to solve those problems outside of the contract
 - Devine service levels
 - Create a link to Operating Procedures rather than putting language in the contract on how to do things – or create a separate Operating Agreement as an attachment to the contract that would not change often

Governance

- Work with subcommittee of the Board and Community to:
 - Consider one of three scenarios
 - 1) 1 Organization: Combination Chamber/Visitor Bureau – 1 Board
 - 2) 1 Organization: Chamber of Commerce and Visitor Bureau – 2 Boards (there could be a consistent base for both, with added members with diverse expertise or representation for each)
 - 3) 2 Organizations: 2 boards (no shared base)
 - Determine board size (11-15 recommended)
 - Nominated slate or Election (trend is towards nominated slate)
 - Increase number of At Large seats for flexibility, possibly make the General seat an At Large seat again
 - County representation: If Elected Official – voting privileges, if County Staff – Ex Officio/Consulting

Branding

- Work with Governance Committee above to:
 - Change the name of the organization from NLTRA – the Resort Association does not describe the clear function of the organization and is the source of confusion
 - If Option 1 or 2 is chosen above, North Tahoe Chamber Bureau could be the shortened name for the North Tahoe Chamber of Commerce and Visitors Bureau. Other options include Chamber & Tourism Office or Tourism Office and Chamber.
 - Visit North Lake Tahoe was also popular – It could be the Visit North Lake Tahoe Chamber/Bureau.



Organization Structure Task Force Report

June 14, 2016

Prepared by

Sandy Evans Hall and Lauren O'Brien with Shift Communications

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Introduction

Board Planning Retreat 2015

At the June, 2015 NLTRA Strategic Planning Retreat the Board of Directors and staff identified a number of organizational issues to focus on over the next three to five years.

Specifically, staff was tasked to:

- Identify the role, expectations and functions of Placer County and North Lake Tahoe Resort Association (and suggest ways to improve the partnership)
- Reduce the potential duplication of effort with the County and/or other agencies
- Clarify the role of the Chamber of Commerce within the organization
- Define role of the organization in prioritizing and advising the Board of Supervisors on the expenditure of Transient Occupancy Funds on Marketing Capital Investments and Transportation.
- Validate and strengthen NLTRA's value proposition of community engagement
- Revisit the name and brand of the organization to provide greater clarity to stakeholders

Current Structure

Currently North Lake Tahoe Resort Association has an eleven voting member Board (with one ex-officio – TRPA) that is responsible for both the Visitor Bureau and Chamber of Commerce parts of the organization. NLTRA currently receives its fund from the 10% Transient Occupancy Tax. Two percent of the tax goes North Lake Tahoe 50 percent of the prior 8% Transient Occupancy Tax also goes to North Lake Tahoe with the rest staying with the County General Fund. The County takes around 20 – 30% of the 60% that goes to North Lake Tahoe for County services and the remainder of the funds are allocated within NLTRA as follows approximately 40 - 45% Marketing, and 55-60% to Transportation and Capital Investments. NLTRA is responsible for providing accountability and transparency of funds to the County. The 15/16 budget for NLTRA was \$6.2M after County services.

The Chamber of Commerce has approximately 500 members with a \$200,000 budget. It covers all of North Lake Tahoe and its role is to promote businesses and play a collaborator role for the business associations. It also does some economic development, though this role is limited.

The Visitor Bureau has a budget of approximately \$3M and is responsible for regional events, conference sales, leisure sales, visitor information, marketing and advertising, PR and digital marketing.

Capital Investments and Transportation have a budget of \$3 - \$3.5M. The decisions and priorities of this area led by the CIT committee (TMA, utility districts, County and at large citizens) with staff. A call for projects is done in the spring for Transportation and fall for Capital Investments where the committee reviews grants proposals and makes recommendations to the Board of NLTRA. Final approval is required by the Placer County Board of Supervisors. The group also commissions research studies for planning purposes.

Task Force Participants

To address the items noted above that stemmed from the Strategic Planning workshop, the board recommended that staff create a Task force to provide input and guidance into some of these critical questions. Staff identified these participants and received approval by the Board in February of 2016. The following members of the Task Force were incredibly engaged, rarely missed a meeting, and provided feedback or asked questions between meetings. Board members represented the organization leadership as Chair, Vice-Chair, and Marketing Chair.

Name	Affiliation	Geographic Area	Email
Adam Wilson	Board Member	Northstar	apwilson@vailresorts.com
Alex Mourelatos	Past Board Member/Lodging	Tahoe Vista	amourelatos@gmail.com
Andy Chapman	Former CMO/IVCBVB/Marketing Coop	Incline Village	andyc@gotahoe.com
Brett Williams	Board Member	Carnelian Bay	brett@agatebay.com
Caroline Ross	SV Business Assn	Squaw Valley	cross@squawvnc.com
Cindy Gustafson	TCPUD	Tahoe City	cindyg@tcpud.org
David Tirman	Board Member	West Shore	dtirman@jmaventuresllc.com
Duane Whitelaw	NTPUD	Tahoe Vista	dwhitelaw@ntpud.org
Jim Phelan	Past Board Member	Tahoe City	jim@tahoecitymarina.com
Joy Doyle	NTBA	Carnelian – Crystal Bays	joy@northtahoebusiness.org
Keith Vogt	Former NLTRA ED	Reno	Kdv37@att.net
Mike Salmon	Finance - CFO	Truckee – Tahoe Donner	msalmon@tahoedonner.com
Mike Staudenmayer	Northstar CSD	Northstar	mikes@northstarcسد.org
Randy Hill	School Board	Tahoe Vista	Rw.hill@ltol.com
Ron Treabess	NLTRA	Tahoe City	ron@gotahoenorth.com
Stacy Caldwell	TTCF	Truckee	stacy@ttcf.net

Sandy Evans Hall	NLTRA CEO	All NLT	sandy@gotahoenorth.com
Erin Casey	County CEO Analyst	Placer County	ecasey@placer.ca.gov
Jennifer Merchant	County CEO Office	Placer County	jmerchan@placer.ca.gov

Meeting Schedule and Agendas

The Task Force met once each month alternating between the Tahoe City Public Utility District Board Room and the North Tahoe Public Utility District Board Room. (Special thanks to Duane Whitelaw and Cindy Gustafson for providing the room and breakfast.) The meeting time was from 8:00 a.m. until noon each month.

The following agendas encapsulate the topics that were covered each month:

Meeting #1 – Feb. 26

- Understanding NLTRA: model/governance
- Competitive Models
- What is standing out?
- Trends, Gaps in Service, Funding Alternatives

Meeting #2 – March 25

- Review Meeting #1 - Recap
- Organizational Structure Ideas/Recommendations

Meeting #3 – April 22

- Recap agreements from last meeting
- Review contractual relationship with County
- Discussion/Recommendations

Meeting #4 – May 25

- Review Governance Structure
- NLTRA Current Brand
- Comp branding

- Discussion/Ideas
- Final Recommendations for NLTRA Board – Recap from all 4 meetings

SWOT Analysis

Between the first and second meetings, the participants were asked to respond to a Strengths, Weaknesses, Opportunities and Threats analysis regarding the NLTRA Organization as it currently exists. The following is a compilation of the responses received.

Strengths <ul style="list-style-type: none"> • Community collaboration – united voice • Good track record of execution • Strong staff and board leadership • Destination marketing • Funding for capital improvements and transportation • Solid regional partnerships 	Weaknesses <ul style="list-style-type: none"> • Lack of clarity about organization mission • Lack of Marketing funding • Evolving governance • Strained Relationship with Placer County • Limited funding not meeting demand • Maintaining balanced regional representation
Opportunities <ul style="list-style-type: none"> • Rebrand organization • Seek alternative funding sources • Identify marketing improvement opportunities • Evolve leadership • Leverage regional partnerships • Strengthen relationship with Placer County • Explore additional opportunities for capital investments 	Threats <ul style="list-style-type: none"> • Unclear identity of organization • Placer County relationship • Limited funding not meeting demand • Staff and board limitations • External factors such as workforce, climate, Reno growth, and regulations • Capital Investment and transportation issues

Task Force Meeting and Recommendation Summary

Staff provided the Task Force with comparable data and trends so that they could make more informed recommendations. Four organizations were chosen that had similar characteristics to NLTRA: Park City Chamber Bureau, Mammoth Lakes Visitor Bureau

and Chamber, Breckenridge Tourism Office, and Aspen Chamber Resort Association. These comparable resorts were used throughout the process in other areas such as governance, and contracts.

Each of these organizations contracts with a local jurisdiction to provide destination marketing services and all of them are affiliated with a Chamber of Commerce or business services department (in the Breckenridge case). None of the comps had a role with transportation or capital investments such as the NLTRA has, although they all were involved in some form of advocacy for amenity development and service improvements.

Below is a summary of the general comp information that was presented in meeting one and led to the initial DMO (Destination Marketing Organization or Visitor Bureau) and Chamber Recommendations.

General Information:

	Mammoth	Aspen	Park City	Breckenridge	NLTRA
Domain	Visitmammoth.com	Aspenchamber.org	Visitparkcity.com	Gobreck.com	Gotahoenorth.com
DMO Budget	\$7m+ (TOT + TBID)	\$2.3M (non wintermktgonly)	\$8.5m	\$4.8M	\$2.9m \$3.6m w/coop
TOT TOT %	13% 25% to DMO	2% 75% to DMO	3% 90% to DMO	60% lodging 40% sales tax	10% 100% of 2% 50% of 8%
TOT as % of budget	33% TOT \$4.7m TBID	>90%	77%	100%	93%
Infras. Transp. Role	Advocate	Limited	Advocate	Advocate (on task force)	Advisory + Administrative
Chamber Support From TOT?	Yes- salaries + \$25k (TBID)	No –self supported Pays DMO CEO salary	Primarily member Supported + Econ Dev. \$'s \$400k	No chamber - Business services, paid for through City support	No – self-supported
Contract	5 yr. simple	5 yr. simple	10 yr. very simple	3 yr. simple	1 yr. complex
Govt. Rep. on Board	Town Council member	Mayor of Town County chair commissioner	Mayor of Town	Town Council rep.	County Staff

Task Force members were in agreement that the DMO role is a very important and valuable function for NLTRA. In defining the strategy and role for the DMO, there were questions about where NLTRA should focus its marketing efforts (Bay Area vs. National vs. International), how much it should be spending and whether or not it is truly

competitive versus other comparable destination marketing organizations. The collaboration that NLTRA has both regionally and with State partners, international partners, lodging properties and air service was strongly supported by the Task Force.

The set of recommendations from the Task Force with respect to Marketing centered around identifying the appropriate competition and comparing NLTRA from an apples to apples comparison (more so than the above chart). Initial data from the above table suggested that NLTRA did not seem to have the level of budget that the others had and perhaps needed to raise more dollars to be competitive.

Recommendations: Marketing/Destination Marketing Organization

Work with Marketing subcommittee to:

- Define strategy and role for the DMO
- Include strategy for collaboration
- Evaluate the DMO spend – comparing apples to apples with other destinations
- Strengthen DMO role to be more competitive
 - Identify \$s needed to do job – vision
 - Strategic focus on expanding alternative resources for long term vision
- Consider TBID and/or TOT to raise additional funds
- Expand sponsorships and grants to raise funds

Pros:

- This aligns well with the direction provided by the Board in their Strategic Goals
- The Marketing Committee or a subcommittee of this group is poised to be able to take this on during the upcoming fiscal year

Cons:

- Increasing outside funding could have a negative impact on the current amount of TOT budgeted for Marketing and this would have to be examined carefully
- A TBID can have a unique governance structure which could be difficult to be able to manage within the current cooperative partnership. Again this can be avoided but would need to be thoughtfully executed.

Chamber of Commerce

The Task Force was informed of the current function of the Chamber and the role that it plays in supporting five business associations with a staff of 1.33 FTE. This was discussed more fully in Meeting #2. Several members of the group suggested that there

was a need in the community for a stronger chamber role, one that supported economic development (business loans, façade redevelopment, counseling services), community development (partnership with educational institutions for workforce, with health care institutions for occupational care, to housing authorities for private sector engagement and workforce housing) and Legislative Advocacy on behalf of the business membership.

Some Task Force members were surprised to learn about the relatively small role the chamber played in the overall structure of NLTRA and suggested that it needed to be strengthened and supported and given this bigger, more meaningful role. Some even suggested having this organization be split from the DMO and given independence.

With respect to the business associations it was felt that there needed to be some clarity between the associations and the Chamber so that each role was more fully understood. Having a greater role in economic and community development could help avoid this confusion.

The Chamber membership, while primarily in Placer County, also includes members in Incline Village and Truckee due to the close proximity and shared interests. This makes it difficult to access County funding because of the jurisdictional boundaries. It was suggested that membership be tiered to avoid the potential conflict of interest from County funding.

Staff Addition: In small communities of populations of less than 20,000, it is very common to see Chambers and Visitor Bureaus combined due to the cost of overhead for both. It is also common for jurisdictional funding to be for specific services which may or may not include programs of the Chamber.

The biggest concern for increasing Chamber function and staff is the funding. Without County funding, the Chamber is an enterprise within the organization, responsible for its own revenues. Dues or Member Investments are fairly static due to the lack of commercial growth in much of the North Lake Tahoe region. Sponsorships, events, and program fees become the greatest sources of non-dues revenue.

Breckenridge was an interesting comparable because of their recent (within the last 4 years) elimination of the Chamber of Commerce. The former name of the organization was the Breckenridge Chamber Resort Association. The businesses of Breckenridge are all considered members and do not pay any dues. The amount of dues was to be backfilled by the town, who also agreed to increase the marketing funding. The organization then was named GoBreck to follow their website URL, and finally within the last year has changed their name to the Breckenridge Tourism Office. They still retain a Business Services Manager (very similar to our Chamber Manager) who manages the business database, provides directory services, and provides other business services.

While most of the Task Force members would like to see a stronger Chamber, the reality of having a separate organization and the costs involved was not deemed possible. Different governance structures with a separate board were definitely considered as discussed below. Also considered was adding the Transportation and Capital Investment role and County funding with a service contract under the Chamber umbrella.

Given this discussion, the Task Force made the following recommendations:

Recommendations: Chamber of Commerce:

Work with small subcommittee to:

- Vision the role of a healthy, strong Chamber
 - Expanded role to include Community Development, Economic Development, and Legislative Advocacy
 - Increase representation of industries on board
 - Explore geographic tiers for membership
 - Define role of Business Associations v. Chamber
 - Create a strategic plan and funding plan
 - Identify partners and the role of the County
 - Explore adding the Capital Investment and Transportation role and funding with a service contract
- Consider alternative organization structure options
 - Chamber role stays within NLTRA – add staff
 - Chamber is separate from NLTRA and strengthened with existing business associations

Pros:

- Creating a strong vibrant Chamber with responsibility for Economic Development, Community Development, and Legislative Advocacy would more clearly differentiate the Chamber from the Business Associations
- The Business Members currently are the people that vote on the Board of Directors, are provided with communications which help to spread the word about the programs and activities of NLTRA
- Continuing to reside under one roof is cost effective for the organization
- There could be new revenue opportunities with the potential programs, as well as partners such as Tahoe Prosperity Center and Sierra Business Council
- Possibly Business Associations could merge with the Chamber while still retaining some of their staff and making their board a committee to continue the important community vitality and Main Street work in their respective areas

Cons:

- Creating a stronger Chamber will take additional resources both staffing and funding.
- Sponsorships have been difficult to sell for the existing events, the capacity of small businesses to contribute is limited
- Grants might be a source of revenue but generally they are restricted to program costs, not operations
- Elevating the Chamber to the helm of the organization may have negative impacts to the relationship with the County and the funding that we currently receive
- Receiving funding for Capital Investments and Transportation could limit the legislative advocacy position of the Chamber

Capital Investments and Transportation

Staff described capital investment and transportation to the Task Force as comprising three different functions:

- Advisory/funding – managing the grant process, funding the grants, and partner relations
- Administration – contracts, compliance and oversight
- Advocacy – community needs, vision and tracking progress

In addition to framing these functions it was identified that TMA overlapped with some of these functions, more specifically in the area of advocacy for transit specific related issues.

It was proposed to the group that perhaps TMA take on the transit related advocacy role to avoid duplication and that the Task Force consider the County taking on more fully the Administration role.

The recommended clarification from the Task Force was to have the TMA responsible for advocacy for Transit improvements, and the NLTRA, through the CI/T Committee and Board to be responsible for allocating the TOT funding based on a broader community prioritization. In this revised role, NLTRA would have a seat at the table of TMA for advocacy.

Regarding moving administration to the County, the Task Force had some reservations. It was identified that at times the County competed on grants and there may be a potential conflict if they are also managing those grants (ie. would the County manage

cost overruns with an agency in same way as itself). And, there was a fear of losing some control over funding if this were to happen. It was also suggested that it may be more cost-effective for NLTRA to do the administration. There was concern by members of the Task Force that there continue to be someone on NLTRA staff that can intervene if necessary if a vendor did not receive payment. It was also noted that by removing the NLTRA from the contracting responsibility that there might not be equal treatment of vendors when the County also is a vendor.

Despite the above concerns, the majority of Task Force members did believe that contract administration could be done by the County while still allowing the advisory process to be with the NLTRA committee and board if the above concerns were addressed.

The Task force echoed that it was important for NLTRA to keep local control over the vision, goals and deployment of dollars needed to support the region and that a local organization was important for agencies and community to talk to.

Task Force members also felt very strongly that the voice of the community in the process of prioritizing the Capital Investment and Transportation projects and advocating with the Board of Supervisors was very important, though whether the County could now play this role with its local staff or NLTRA was not determined—most felt it should reside with NLTRA, however, not all agreed.

Recommendations: Capital Investment and Transportation

Work with subcommittee of the CI/T Committee to review:

- Moving transit dollars to County once CI/T Committee has advised funding allocation and approved by the Board of Supervisors
- Continuing to advise BOS on Transportation Improvements and Capital Investments as NLTRA does currently
- Providing advocacy on all Transportation Improvements and Capital Investments
- Moving advocacy for transit to TMA board with a NLTRA seat at the table
- Moving administration activities to the County to include creating and filing of documents, contracts and monitoring of contract compliance with vendors
- Define role for the NLTRA – Desire to maintain advisory/funding role
 - Desire to keep local vision, goals, deployment of dollars
 - Voicing what to do with funds
 - Advocacy through the life cycle of the project
- Desire to keep advocacy role
- Define who is responsible for community outreach
- Define how to partner with County for Administration
 - Address fear of losing advisory or advocacy functions
 - Admin in and of itself provides some layer of advocacy – entity to go to

- Cost effectiveness of switching
- Ombudsman or champion role may still be needed

Pros:

- The administration of the project contracts has been time consuming and can take away from time needed to convene groups, provide information to partners, and work on completion of projects
- The Community Voice and process remains with NLTRA
- Administration of contracts is germane to government operations
- Removal of the administration of contracts would greatly shorten the contract

Cons:

- This may not be cost effective as County personnel costs tend to be much higher than the non-profit sector due to pensions, cost of living increases, and indirect allocations
- The County may not want to take on this role
- This may have consequences to the employment of staff at NLTRA and/or could reduce funding to the organization
- The role of ombudsman or champion may still be needed on NLTRA staff

Contracts

The Task Force was presented with the contracts from each of the comparable resorts (as well as Truckee and Steamboat Springs) and given the summary below:

Organization	Term	Length Complexity	Area of Focus
Mammoth	5 yrs.	Simple (16)	DMO only
Aspen	5 yrs.	Simple	DMO only
Park City	10 yrs.	Very Simple (5)	DMO only
Breckenridge	3 yrs.	Simple (11)	DMO only
NLTRA	1 yr.	Complex (several pieces)	DMO/Advisory/Funder/Admin

In viewing the various contracts of comparable destinations, there was a noticeable difference in the complexity of the contract, Scope of Work and various attachments.

While it was noted that some of the legal language was similar, there was far more prescriptive language in the contract from Placer County.

The discussion among the Task Force members revolved around the issues underlying the contract language that appeared punitive in tone and also had myriad operational details that could be placed in an Appendix or operational addendum.

Ideally, the group suggested the County and NLTRA representatives could start from scratch with a work scope that creates trust, good faith, and a partnership tone.

A true multi-year agreement (3 yrs. minimum) would be preferred, understanding that the budget would change annually.

Recommendations: Contract

Work with subcommittee (Jennifer, Erin, David B., Sandy NLTRA board members):

- Longer term contract – 3-5 years understanding that budget will change annually
- Simplify contract into distinct pieces: DMO, Transportation and Capital Investments
 - Consider starting from scratch
- Structural suggestions:
 - Move to a work scope that creates trust, good faith, and partnership tone
 - Measure against goals and objectives
 - Look to see what the underlying problems are (within existing contract) and try to solve those problems outside of the contract
 - Define service levels
 - Create a link to Operating Procedures rather than putting language in the contract on how to do things – or create a separate Operating Agreement as an attachment to the contract that would not change often

Pros:

- A spirit of partnership would be preferable to a compliance driven relationship
- Shared goals and alignment of purpose could lead to stronger collaboration and project delivery
- Contract negotiation time and energy could be put to better use
- Focus on mission and objectives would benefit both NLTRA and the County

Cons:

- It's difficult to change existing documents and still ensure accountability that the County desires
Everyone would need to be willing to meet in a spirit of partnership and rework the documents

Governance

The Task Force was presented with comparable governance structures in meeting #4. It was articulated that although NLTRA has yet to be determined the role of the Chamber vs. the DMO and what that means to NLTRA, that the Task Force could provide some guidance nevertheless.

Organization	Board Seats	Representation	Elected/Nominated
Mammoth	9	Rest., Lodging (2), Ski, Retail, Chamber, Town Council, At-large (2	3 appointed (Town, Ski, Chamber) 6 nominated BOD
Aspen	25	Elected: Retail, real-estate, non-profit, restaurant, service, lodging, professional and finance Appointed: Ski, music fest, hospital, City, County, Stay Snowmass & Snowmass Tourism (ex-officio)	12 Elected 10 Appointed 3 At-large appointed by chair
Park City	22 – voting 30 total	Diverse – though seats are not “set”	Elected Includes ED of DMO County on Exec.
Breckenridge	9 – 11		1 Town appointed 1 BSR appointed Nominated BOD CEO of BTO ex-officio
NLTRA	11 voting	Restaurant, Small and Large Lodging, Ski, Retail, County staff	9 elected 2 appointed 1 ex-officio

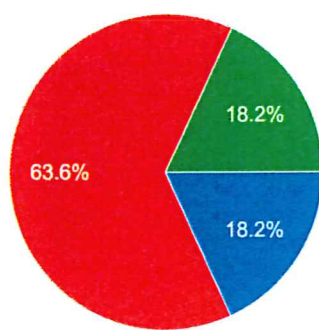
After much conversation and discussion about the governance, the group landed on three possible scenarios for governance:

- 1 Organization: Combination Chamber/Visitor Bureau – 1 Board

- 1 Organization: Chamber of Commerce and Visitor Bureau – 2 Boards (there could be a consistent base for both, with added members with diverse expertise or representation for each)
- 2 Organizations: 2 boards (no shared base)

Because this was the last meeting, the Task Force did not get the chance to revisit the initial thoughts so we followed up with a survey. Below are the preferences of these above scenarios which were gleaned from an online survey:

Governance (11 responses)



- Option 1: One organization with one board that includes community representation
- Option 2: One organization with two boards (shared base with a few more added to Chamber side)
- Option 3: Two separate organizations with two boards (no shared base)
- Other : Please describe your other option in the comment section below.

Option 2 : one organization supported by two boards (some shared base) was preferred by close to 2/3 of the group. Some of the reasoning for this was to avoid redundancy and also it was noted that in a small community it would be hard to recruit two separate boards of talented people. It was suggested that in terms of representation that the NLT board have additional board members with marketing and capital investment/transportation expertise and the base level board be the Chamber which included business, community and geographic representation.

In addition to structure, that Task Force also suggested that a nominated slate for the Board would be preferable to an elected board, removing the popularity contest and adding the ability to bring expertise that may be more desirable. In order to have greater flexibility, it would be advisable to have more At Large seats and to possibly expand the board for that purpose. There could also be more appointed seats to ensure representation from key industries or agencies. It was also preferable to have an ex-officio seat for County staff, however if an elected representative from the Board

of Supervisors were able to serve, the recommendation is that they would be a voting member.

For a complete view of this survey with comments on all the scenarios visit [Appendix A](#).

Recommendations: Governance:

Work with subcommittee of the Board and Community to:

- Consider one of three scenarios
 - 1 Organization: Combination Chamber/Visitor Bureau – 1 Board
 - 1 Organization: Chamber of Commerce and Visitor Bureau – 2 Boards (there could be a consistent base for both, with added members with diverse expertise or representation for each)
 - 2 Organizations: 2 boards (no shared base)
- Determine board size (11-15 recommended)
- Nominated slate or Election (trend is towards nominated slate)
- Increase number of At Large seats for flexibility, possibly make the General seat an At Large seat again
- County representation: If Elected Official – voting privileges, if County Staff – Ex Officio/Consulting

Branding

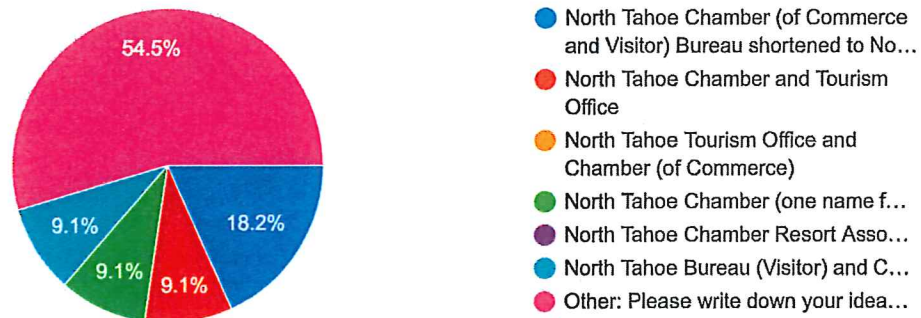
After viewing websites of each of the comparable destinations there were a couple of suggestions that emerged. First, it was agreed that the North Lake Tahoe Resort Association doesn't accurately describe the work of the organization, thus leading to confusion by visitors, residents, and partners.

Secondly, the websites all had a clear connection to the Chamber functions, business directory and links to businesses (with exception of Mammoth which had a separate site entirely with similar branding). The GoTahoeNorth.com website currently does not have a clear connection to Chamber – it is somewhat hidden in the hamburger.

Several people mentioned the need to keep the name as short as possible.

Again, because the group did not have the opportunity to reflect on some initial recommendations, they were presented with some options to consider with respect to branding and naming. Below is a summary of their responses:

Possible Names (11 responses)



As the above responses illustrate, most had a unique idea in mind for a name for the organization. Needless to say, this area will most likely require work from branding consultants and the committee once the organizational structure sub-committees have more fully flushed out the roles of NLTRA.

Recommendation: Branding/Naming

Work with Governance Committee above to:

- Change the name of the organization from NLTRA – the Resort Association does not describe the clear function of the organization and is the source of confusion
- Use the feedback from the survey to guide the process and committee.

12 responses

SUMMARY

INDIVIDUAL



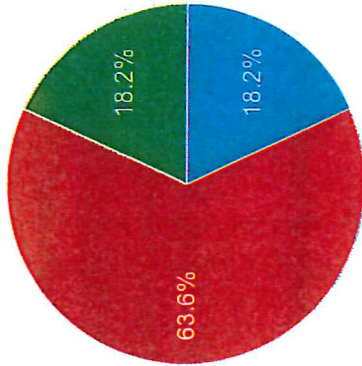
Accepting responses



Dear NLTRA Task Force

Governance Structure

Governance (11 responses)



- Option 1: One organization with one board that includes community representation
- Option 2: One organization with two boards (shared base with a few more added to Chamber side)
- Option 3: Two separate organizations with two boards (no shared base)
- Other : Please describe your other option in the comment section below.

Comments: Please comment on why you chose this option. What are the pros and cons? (9 responses)

I believe that there should be a larger single board with business and association representation that looks at the whole economic development picture, which includes tourism promotion as well as other economic development initiatives. This makes sense in a small community where it is difficult to find enough committed board members to serve, saves on staff time to prepare for, take minutes and staff meetings.

Option 2 most closely represents what I believe to be the best solution assuming that we can figure out the funding, contract with the funding partners (including the county and shared services) as well as I think it will be more than just a few added to the chamber board.

I like option 2 however I suggest that the Visit NLT board has additional board members with marketing and capital investment/transportation expertise and the base board is the Chamber board with business and community and geographic representation.

While it will require separate administrations, the functions are so different it requires the organizations to be separate.

Op1 looks like what you have now. Op3 looks in-efficient.

The benefit in our small community is to ensure one strong Board with expertise added. With two Boards you add a layer of redundancy and potential where they could take differing opinions to local governments. This would allow the business community to have a unified voice and prevent the divisiveness of multiple positions going to the local government for debate. I would also add that the Chamber Board would not include voting government officials. Community input could be gathered on the those elements under contract from the County through the Board membership or through the CIT or other advisory committee.

← NLTRA Subcommittee Follow up



QUESTIONS

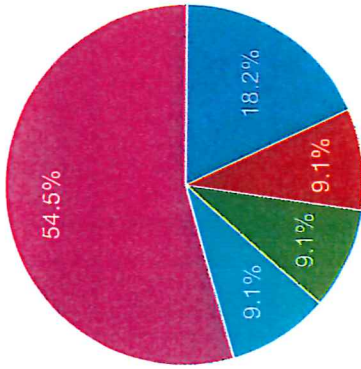
RESPONSES

12

Branding

110

Possible Names (11 responses)



- North Tahoe Chamber (of Commerce and Visitor) Bureau shortened to N...
- North Tahoe Chamber and Tourism Office
- North Tahoe Tourism Office and Chamber (of Commerce)
- North Tahoe Chamber (one name f...
- North Tahoe Chamber Resort Asso...
- North Tahoe Bureau (Visitor) and C...
- Other: Please write down your idea...

Comment: Please comment on why you chose your answer above. (10 responses)

North Lake Tahoe Visitor Bureau; North Lake Tahoe Chamber of Commerce

I believe the shorter the better with clear connotation of what the organization does is best. I like removing the word 'Lake' because a large part of our region is not on or near the lake. If we need to add the Lake in order to conform with the marketing brand, I would also be OK with that.

I would suggest that we include (of Commerce and Visitor). More clarity the better and it will help with the way that people search.

North Lake Tahoe Commerce and Tourism Office or North Lake Tahoe Chamber of Commerce and Tourism Office

Each organization need it's own name as it identifies what they do. It's clear what a Chamber does, and it's clear what a Tourism Office does.

you can use 2 or more names, even if just one official tax entity.

I think to everyone inside the market we should market ourselves as the North Chamber of Commerce. When we market outside the region it should be Visit North Lake Tahoe.

NORTH LAKE TAHOE CHAMBER OF COMMERCE AND VISITOR INFRASTRUCTURE COMMISSION

North Tahoe Visitors Bureau

"North Tahoe Chamber & Tourism": Don't really need to say office or bureau in my view; again think it important to keep it simple, straightforward, and short.