



# Marketing Committee Agenda and Meeting Notice

**Tuesday, March 28, 2017 - 2:00 pm**  
**Tahoe City Public Utility District Board Room**

## NLTRA Mission

To promote tourism and business through efforts that enhances the economic, environmental, recreational and cultural climate of the area.

## Tourism Mission

To promote North Lake Tahoe as a travel destination with the purpose of increasing travel spending within the region, including year-round occupancy and length of stay, generating Transient Occupancy Tax (TOT) revenues, sales tax revenues, and maximizing the exposure and promotion of North Lake Tahoe on a regional, national and International level.

## Marketing Committee

**NLTRA Board**  
**Brett Williams, Chair**  
Agate Bay Realty

### Committee Members

**Eric Brandt**  
Destination Media Solutions

**Terra Calegari**  
Resort at Squaw Creek

**Carlyne Fajkos**  
Northstar California

**Gregg Gibboney**  
Notched

**Christine Horvath**  
Squaw Valley/Alpine Meadows

**Todd Jackson**  
Big Blue Adventure

**Judith Kline**  
Tahoe Luxury Properties

**Becky Moore**  
Squaw Valley Lodge

**Marguerite Sprague**  
Tahoe Public Arts

**Placer County**  
Erin Casey  
DeDe Cordell

**NLTRA Staff**  
JT Thompson

**Quorum**  
**6 Members with 1 Board Member**

Items May Not Be Heard In the Order They Are Listed

### Call in information:

**Dial: 712-770-4010**

**Meeting ID: 961-748**

*Please let us know in advance if you will be calling in*

- A. Call to Order – Establish Quorum
  - B. Public Forum: Any person wishing to address the Marketing Committee on items of interest to the Committee not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Committee on items addressed under Public Forum. (2 - 10 min)
  - C. Agenda Amendments and Approval (2 min)
  - D. Approval of Marketing Meeting Minutes – (2 min) **Page 1 - 5**
    - January 24, 2017
  - E. **Presentation** – Placer County Film Commission with Q&A to follow – Beverly Lewis, Placer County (30 min)
- Action Items – (25 min)**
- F. **Motion** – Discussion and possible approval of additional funding for Broken Arrow Sky Race – A. Burke (10 min) **Page 6 – 7**
  - G. **Motion** – Discussion and possible approval of annual Special Event Partnership (Grant) Funding program – A. Burke (15 min) **Page 8 - 26**
  - H. Review, discussion and comments on Public Relations RFP to be sent out by the Marketing Cooperative in April – Thompson (20 min)
  - I. Review, discussion and comments on International Trade Representation RFP's to be sent out Marketing Cooperative in April – Thompson (20 min)
  - J. Departmental Reports Overview – January & February (45 min)
    - Conference Sales – J. Neary **Page 30**
    - Leisure Sales – S. Winters (Thompson) **Page 31-39**
    - Events & Communications – A. Burke **Page 40-42**
    - Website Content – S. Fallon (Thompson) **Page 43**
    - Marketing – Augustine Agency **Page 44-86**
    - Public Relations – The Abbi Agency **Page 87-100**
  - K. DestiMetrics West Region Mountain Market Brief – Thompson (5 Min) **Page 26 - 29**
  - L. Committee Member Comments (5 minutes)

- M. Standing Reports (posted on [www.NLTRA.org](http://www.NLTRA.org))
- Conference Activity Report Page 101 - 107
  - Google Analytics Reporting Page 108 - 109
  - February '17 Lodging Referral Report Page 110

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This meeting is wheelchair accessible

Posted and Emailed (3/24/17 12:00 P.M.)



# north lake tahoe

Chamber | CVB | Resort Association

PO Box 5459 - Tahoe City, CA 96145 Ph – (530) 581-8700 Fx – (530) 581-8762

## MARKETING COMMITTEE MEETING MINUTES Tahoe City Public Utility District Board Room Tuesday, January 24, 2017 – 2 pm

### PRELIMINARY MINUTES

**COMMITTEE MEMBERS IN ATTENDANCE:** Marguerite Sprague, Judith Kline, DeDe Cordell, Todd Jackson, Brett Williams, Erin Casey, Eric Brandt, Terra Calegari, Carlynne Fajkos, Becky Moore (Eric left at 2.45 pm) (Terra left at 3.20 pm)

**RESORT ASSOCIATION STAFF:** JT Thompson, Sandy Evans Hall, Jason Neary, Natalie Parrish, Anna Atwood

**OTHERS IN ATTENDANCE:** Liz Bowling, Shelley Fallon, Lindsay Moore, Alexis Kahn, Walt McRoberts, Tal Harry, Andy Chapman

#### **I. MEETING OF THE MARKETING COMMITTEE**

##### **1.0 CALL TO ORDER – ESTABLISH QUORUM**

1.1 The Marketing Committee meeting was called to order at 2.05 pm and a quorum was established.

##### **2.0 PUBLIC FORUM**

2.1 No public forum.

##### **3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 **M/S/C (Brandt/Sprague) (10/0) to approve the agenda as presented.**

##### **4.0 APPROVAL OF MARKETING MEETING MINUTES FROM NOVEMBER 29, 2016**

4.1 **M/S/C (Jackson/Brandt) (9/0/1– Casey abstained) to approve the meeting minutes from November 29, 2016.**

##### **5.0 WELCOME AND INTRODUCTION OF NEW COMMITTEE MEMBERS**

5.1 JT welcomed our new committee members; Judith Kline and Terra Calegari. Judith Kline is the Marketing Director at Tahoe Luxury Properties and Terra is the Director of Sales and Marketing at the Resort at Squaw Creek.

##### **6.0 2017 COMMITTEE MEETING DATES, MEMBERSHIP AND ELECTION OF CHAIR – JT THOMPSON**

6.1 Brett volunteered to continue as Committee Chair for 2017 and Terra Calegari volunteered to be Vice Chair.

6.2 **M/S/C (Moore/Jackson) (10/0) to elect Brett Williams as Committee Chair and Terra Calegari as Vice Chair for 2017.**

## 7.0 PRESENTATION AND DISCUSSION ON NORTH LAKE TAHOE WINTER MARKETING ACTIVITY AUGUSTINE & RICHTER 7

### 7.1 Lindsay with Augustine shared her December Marketing Report:

NBC Spartan Spot: Augustine produced a 15 second spot to run nationally on NBC on December 25, 2016. During the airing of the Spartan Race Championships on NBC, GoTahoeNorth.com traffic increased by 75.57%, year-over-year. The spot, which ran twice during the airing on NBC, had 2,196,000 total impressions.

Meetings and Convention Magazine: Augustine designed a ½ page print ad to run in M&C's January 2017 issue.

Winter Leisure Email Blast: Augustine developed an email blast designed for the Leisure market in our Fly-in markets of Austin, TX, Los Angeles and New York. The information in the email linked back to GoTahoeNorth.com and included information about the following: NLT Lodging, Things to do, Infographic on the destination about accommodations, Information about Winter WonderGrass. High engagement with 19.36% open rate and 3.8% click rate. "Something Old, Something New" segment had the highest unique openers, although all segments performed much higher than the industry averages.

Winter Meetings Email Blast: Results favorable with strong open and click rates: Total of 2,473 opens – 9.38% open rate, Total of 146 clicks to the meetings landing page, 31 to lodging and 20 to the RFP page. The meetings market emails are set up and designed to run multiple times throughout the campaign, resulting in an increase in overall click-throughs. Expect increased results though consistency and repetition of emails to the target market.

Website Sliders: Augustine designed a variety of Human Nature website sliders to focus on the winter season in North Lake Tahoe. Sliders were created for both desktop and mobile site visitation. While these are live on GoTahoeNorth.com the team is making adjustments and designing additional options, which will be included in the January report.

### 7.2 Walt with Richter 7 shared the December Digital Report:

Executive Summary: The largest share of "Book Now" conversions resulted from paid search ads, followed by email blasts. Those two sources also resulted in the longest time on site, suggesting high quality leads. You Tube and social ads targeted towards Outdoor Experience Seekers continued to perform best in December. Instagram ad performance improved in December, especially ads targeted towards young travelers in Los Angeles.

Walt did share they are switching out one for their key performance indicator to include "Cost Per Engagement". (How much time are the consumers spending on the website.)

Advertising Performance: Overall, web traffic from ads increased in December, helped by the addition of email advertising. Paid search feature the highest conversion rate of any medium (1.26%), followed by banner ads (0.06%). Walt share that bounce rate is really low and is very happy with that.

#### Comments:

It was recommended for the content used for email blast, that we try to capture some of these e-mails by adding a "subscribe here."

Display Performance by Creative: Conversion rates increased across all three creative types, with Relaxation seeing the greatest change (+5 percentage points). Ads targeted toward older, experienced travelers boasted the highest conversion rate, with almost ten percent of users who clicked on an ad converting.

Display Performance by Placement: Landing page conversion increased by almost 3.5x in December, leading to a four percentage point increase in the overall conversion rate. Conquering ads from TripAdvisor, particularly those with the Active creative, featured the highest conversion rate of any placement. Walt shared that North Lake Tahoe will be set up soon on Kayak and if you don't see your property listed, please report it. TripAdvisor is converting at a really good rate.

YouTube View Performance: YouTube ad performance dropped slightly in December, with 1.3K less total views and a two percentage point decrease in the view rate. Ads targeted toward Outdoor Experience Seekers in New York continued to boast the highest view rate of any creative/region, with a view rate of 46% in December. It was recommended that it would be good to look at conversion rate after they view the videos on YouTube.

Paid Search Performance: Paid search cost per click improved to \$2.39 in December, down from \$4.46 a month earlier. The “nlt activities” ad group from the Vacation campaign and the “local activities” ad group from the local campaign each resulted in five conversions, the highest among any ad group.

Paid Search Performance by Device: Overall, cost per click improved across all devices in December. While mobile users drove the highest number of both clicks and conversions, tablet users converted at a higher rate-per-click.

Social- Facebook – Ads and Engagement: Facebook ad performance dropped slightly in December, including a \$0.09 increase in Cost-Per-Click (CPC) and 0.05% decrease in Click-Through-Rate. Ads targeted toward users in Austin saw the largest jump in CPC (from \$2.22 to \$2.69); specifically those targeted toward older travelers increased from \$2.67 to \$3.70. Overall, engagement more than halved in December, leading to a \$0.07 percent increase in cost per engagement. Ads served to users in Los Angeles earned the highest engagement among any region, especially those targeted toward outdoor experience seekers.

Social – Instagram - Ads and Engagement: Opposite of Facebook, Instagram ad performance improved in December, including an almost 19% reduction in cost per click. Ads targeted toward families saw the largest reduction in CPC (a 26% reduction), especially those targeted towards users in Los Angeles. Engagement increased across all three targets demographics, led by outdoor experience seekers, driving a \$0.59 decrease in cost per engagement. Users in Los Angeles continued to be the most engaged audience, comprising over half of total engagement in December.

Landing Page Test (Homepage vs. Lodging Page): Overall, users that were sent to the GoTahoeNorth.com homepage (Test A) spent more time on the website and drove a higher book now conversion rate. Users that were sent to the lodging page (Test B) spent less time on the site and were less likely to leave after viewing only one page.

Comments:

The bounce rate is much lower on the lodging page than the home page. Walt shared his reasons for why he thinks it's lower on the lodging page. It takes a while for that page to load and you are scrolling through a lot of properties.

JT asked if maybe the sample group landing on the lodging page were exploring other pages? Walt shared they can look at that matrix.

MCC Ad Performance: GoTahoeNorth.com traffic from MCC ads increased significantly in December with the addition of email blasts. Email alone directed over 1K users spending on average over two minutes on the site. Pageviews from Facebook ads nearly tripled from November, while time on site decreased. Jason shared this is the first time we have done social on the meeting side. Overall, MCC social ads were viewed approximately 160K times with roughly 0.46% of users clicking on a link within an ad, leading to an average cost per click of \$1.84. Cost per click for Instagram ads increased significantly in December, rising from \$6.58 to \$8.96.

## **8.0 BUDGET EVENT CONTRACT APPROVALS**

### **8.1 DISCUSSION AND POSSIBLE APPROVAL OF \$40,000 SPONSORSHIP OF AUDI FIS WORLD CUP, MARCH 9-11, 2017**

Discussion: Is this a first time event to our area? JT shared this was canceled the last two years and the last time a World Cup Race was held here was in 1968.

**M/S/C (Moore/Sprague) (9/0) to approve \$40,000 for Audi FIS World Cup**

8.2 **DISCUSSION AND POSSIBLE APPROVAL OF \$18,900 SPONSORSHIP OF AMGEN TOUR OF CALIFORNIA, MAY 11-12, 2017**

Discussion: Our continued participation with this event is in the hopes on bringing back the finishing stage of the men's race. Andy Chapman did share without NLTRA's funding the women's race would not go around the lake but it would stay in South Lake Tahoe. JT shared this is not televised but it is televised digitally through the NBC Sports Network.

**M/S/C (Moore/Sprague) (9/0) to approve \$18,900 for Amgen Tour of California**

8.3 **DISCUSSION AND POSSIBLE APPROVAL OF \$8,000 SPONSORSHIP OF NO BARRIERS SUMMIT, MAY 30 – JUNE 4, 2017**

Discussion: Did program came through our conference sales department and Jason gave some background on the group. The committee was very enthusiastic to bring this event to North Lake Tahoe.

**M/S/C (Cordell/Moore) (9/0) to approve \$8,000 for No Barriers Summit.**

8.4 **DISCUSSION AND POSSIBLE APPROVAL OF \$50,000 SPONSORSHIP OF TOUGH MUDDER, JUNE 10-11, 2017**

Discussion: Are we able to leverage any additional communication to their customer database? JT stated we get the mention of NLT in a minimum of two social posts leading up to the event. Another member questioned how many years NLTRA have sponsored this event? JT shared this is the 3<sup>rd</sup> year and the amount is the same as last year, and they came to us after they realized they had big issues with transportation. It was recommended this warrants another discussion in April towards our Fiscal year end. There is still other strike zone areas that need to be expanded and voids that needs to be filled, especially in the winter time. It was recommended that the Town of Truckee start contributing for this event as well. Committee felt the need to review the amount of money we are giving them. Long term concern is attendees could be dropping.

**Action to JT: Add this discussion to the agenda in April and share the breakdown on where the attendees stayed.**

**M/S/C (Moore/Kline) (8/0) to approve \$50,000 for Tough Mudder.**

8.5 **DISCUSSION AND POSSIBLE APPROVAL OF \$10,000 SPONSORSHIP OF BROKEN ARROW SKY RACE, JUNE 16-17, 2017**

Discussion: JT shared a locally produced event and it is really growing in popularity. A committee member recommended cross-promoting other local events such WinterWonder Grass and High Notes.

**M/S/C (Sprague/Cordell) (7/0/1 – Jackson abstained) to approve \$10,000 for Broken Arrow Sky Race.**

8.6 **DISCUSSION AND POSSIBLE APPROVAL OF \$30,000 SPONSORSHIP OF WANDERLUST, JULY 20-23, 2017**

Discussion: It was mentioned this event other mountain destinations are very interested in this event and they are being offered sponsorship dollars at other destinations. JT shared that NLTRA will have a booth present at this event.

**M/S/C (Jackson/Moore) (8/0) to approve \$30,000 for Wanderlust.**

Other comments: It was recommended that NLTRA support other local events through in-kind support.

9.0 **DEPARTMENTAL REPORTS (<http://nltra.org/docs/public/March%20Departmental%20Reports.pdf>)**

9.1 **Conference Sales** – Jason reviewed the following items with the committee:

- Jason is focusing on the room block for Spartan Race and North Tahoe Lacrosse Summit
- Working on some client event; one for a Cubs Game and one for a Kings Game.
- Conducted site visits

**9.2 Leisure Sales** – Sarah reviewed the following items with the committee:

- Sarah is currently with a North Tahoe FAM.
- UK Sales mission completed Nov 28-Dec 3<sup>rd</sup>. Met with lots of great tour-operators.
- Upcoming tradeshow: GoWest in Reno and Visit California Outlook Forum end of February.
- MTS will be held in Canada end of March.

**9.3 Events & Communications** – JT reviewed the following items with the committee:

- Amber has been working on marketing sponsorships
- She will be meeting with the Human Powered Sports Committee end of January.
- Amber met with Nina at RSCVA to discuss Special Event Grant Funding process.

**9.4 Web** – Shelly reviewed the following information with the committee members:

- Shelly shared website is running smooth.
- Events are picked up a little bit but it could need some help again.
- The calendar mechanism might change soon.

**9.5 PR/Social** – Liz reviewed the following information:

- PR: Researching FAM opportunities for some key writers from Austin.
- Working on Los Angeles media outreach – pitching Winter in North Lake Tahoe, World Cup, Local Athletes

**10.0 COMMITTEE MEMBER COMMENTS**

10.1 No comments.

**11.0 STANDING REPORTS**

The following reports were posted on [www.nltra.org](http://www.nltra.org):

- CONFERENCE ACTIVITY REPORT
- GOOGLE ANALYTICS REPORTING
- WEBSITE REFERRAL LISTINGS

**12.0 ADJOURNMENT**

12.1 The Marketing Committee meeting adjourned at 4.16 pm.

Submitted By:

Anna Atwood  
Marketing Executive Assistant  
North Lake Tahoe Chamber/CVB/Resort Association



### **2017 Broken Arrow Skyrace: Request for Additional Funds**

In only the second year of its existence, the Broken Arrow Skyrace has become the second largest event of its type in North America. Skyrunning is a European-inspired genre of technical trail racing that elicits an emotional connection similar to Spartan or Crossfit. In one year, our race has tremendous traction and a great reputation, showcased most recently by being named the sixth most competitive ultra-distance event in the United States by Ultrarunning Magazine.

We are requesting additional funds from the NLTRA in order to procure high-end videography and ad space in large-scale advertising channels to grow participants and consequent TOT lodging. Our goal is to spotlight the North Tahoe region as the go-to high altitude racing and training destination in the United States both during the event and at large.

Broken Arrow is Salomon's A+ running event for North America in 2017, complete with global social media coverage, elite athlete participation, and a social media strategy that will allow the event to grow into a 3,000-runner event in the future.

<b>Dates:</b>	June 16-18, 2017 (Friday/Saturday/Sunday)
<b>Distances:</b>	Vertical K / 26K / 52K
<b>Projected Participants:</b>	600-1000
<b>Current Registrants:</b>	400
<b>Additional Attendees:</b>	1500-2000
<b>Total Potential Participants:</b>	2200-3000+

**Additional Financial Commitment: \$10,000 cash**

#### **Utilization of Additional Funds:**

- A portion of the high-end video production costs (similar to [THIS](#) and [THIS](#)); these would effectively be marketing tools to grow the event in the future.
- Cover the costs of re-editing the video into smaller vignettes, specifically designed for social media. To be used to promote the event and area at large by both our team and the NLTRA.



- The costs of a course preview video.
- Cover additional advertising (online and print) to include Ultrarunning Magazine, Trail Runner Magazine, etc.
- Procurement of lodging for elite athletes and media, coming from across the globe.
- Potential collaborative advertising opportunity with Outside Magazine.
- Paid travel or accommodations for visiting media (iRunFar, Trail Runner Magazine, Outside Magazine and others)
- Potentially finance an Outside Magazine story about elite mountaineers converting to Skyrunning. To include Hilaree O'Neil, Adrian Ballinger, Emily Harrington, Meredith Edwards, Jenelle Smiley and more.

**2017 NLTRA Partnership Goals:**

1. Continue to grow a world-class event with an unrivaled race “experience” that showcases North Lake Tahoe during a calendar “strike zone.”
2. Generate TOT by filling lodging in and across northern Placer County. Note that we are marketing the event for the three-day weekend but also in conjunction with our nine-day Alpenglow Mountain Festival, June 17-25<sup>th</sup>.
3. Appeal to/procure domestic and international participants.
4. Align more closely with NLTRA marketing initiatives for cross-promotion
5. Work closely with lodging partners : Squaw Valley Lodge and Base Camp

As local Race Directors we are excited to grow our partnership with the North Lake Tahoe Resort Association, Squaw Valley, and the lodging community throughout northern Placer County. Your support is vital to our success and we can't thank you enough for your consideration.

Sincerely,

Brendan Madigan  
 Race Director, Broken Arrow Skyrace  
 Owner, Alpenglow Sports



# Special Event Grant Funding Program Reimagine

## Goal:

Reimagine and improve the Special Event Grant Funding program. Modernize the process and reevaluate purpose and criteria to best accomplish goal of driving TOT funding within the North Lake Tahoe region through local special events.

## Purpose of Funding:

- Drive TOT funding
  - Extra consideration for “strike zones”
- Support local events – both fledgling and legacy
- Expand marketing arm of NLTRA

## Proposed Changes:

- Change name of program to eliminate “grant” component
  - Special Event Partnership Funding
- Eliminate “seed money” requirement
- Require at least one local lodging partner
  - Room block
  - Discounted room rate
  - Sponsorship – cash/in-kind
  - Venue
  - Marketing support
- Require that events are annual
- Pay recipients 50% of funds at signing of contract and reimburse remaining 50% after receiving post-event report
- Clarify that funds can be used for both in-market and out of market advertising
- Sponsorship request not exceed 25% events overall cash operating budget
- Reimagine application documents & process (pre-application information, application, post event report)
  - Include program information on NLTRA website year-round
  - Accept applications online
  - Offer an early submission opportunity for application feedback

## Discussion Points

- Pre-application points system – help applicant determine feasibility of funds
- System for the NLTRA to assist with event surveys
- Refund of money if event is canceled (voluntarily canceled vs act of God, how far in advance, etc.)

## Timeline:

February: Meet with Special Event Grant Funding Task Force for Feedback

February: Present to Marketing Committee for Feedback  
▪ Marketing Committee Meeting was Canceled

February: Present to Director of Sales Meeting for Feedback on Lodging Requirement

March: Present for BACC Approval

March: Present for Marketing Committee Approval

April: Present for Board of Directors Approval

May: Present in the Scope of Work to Board of Directors

# 2018 Special Event Partnership Funding

## General Program Information

### About NLTRA Special Event Partnership Funding

The North Lake Tahoe Resort Association (NLTRA) facilitates a Special Event Partnership Funding program for annual special events in the North Lake Tahoe region. Submissions are accepted once a year for events that take place in the subsequent calendar year. Following the application and evaluation process, a number of events will receive funds through the program. The total amount of funding to be awarded, among all recipients collectively, is \$50,000.

### Eligibility Guidelines, Program Goals:

Relating to the Special Event Partnership Funding program, special events are defined as:

*An organized annual event that generates overnight visitors for at least one Placer County lodging property, as well as out-of-area marketing exposure, and is of interest to the general public. Historically these events have included, but are not limited to: festivals, fairs, community events and certain sporting events. Qualified events must reinforce the NLTRA's branding message, provide the NLTRA with a sustainable and appealing destination message, and attract overnight visitors.*

The NLTRA is funded by transient lodging taxes (TOT) when paid lodging is utilized in Placer County. Therefore, Special Event Partnership Funding is earmarked for events that occur in Placer County and have a history of or the potential for, attracting overnight visitors to Placer County. The program is a marketing opportunity, providing a financial resource for events to broaden their advertising and promotional efforts (to potential out-of-market visitors) that would otherwise not be possible. Special Event Partnership Funding is not intended to supplement event production expenses or to augment net income.

The NLTRA supports special events because events can:

- Generate new incremental room nights at desirable rates for Placer County lodging properties.
- Create positive awareness and motivate travelers to visit the destination through out-of-market advertising or social media.
- Increase repeat visitation - visitors who come to the destination for an event and have an enjoyable experience may be more likely to return in the future.
- Assist with the NLTRA's destination branding and communications for North Lake Tahoe.

The goals of the NLTRA Special Event Partnership Funding program include:

- To support new events that will grow to be future legacy events for the destination.
- To provide resources for special events to increase their out-of-market marketing efforts to potential visitors.
- To assist special events to grow and realize their full potential in room nights and brand awareness.
- To enhance the positioning and brand of North Lake Tahoe as a more attractive place to live, work and play.
- To extend the event season and fill holes in the regional annual calendar of special events.

The NLTRA reserves the right to determine whether a special event qualifies to apply for Partnership Funding. If an event is uncertain whether they would be considered, please consult with the Events & Communications Manager prior to submitting an application. The following guidelines may assist in determining applicability:

- Only the principal producing entity of a specific event can apply for funding consideration. Likewise, only one organization will be considered for funding on behalf of any single event.

- Venues do not qualify for funding consideration regardless if their intent is to provide supplemental marketing support for one or more events taking place at their facility. However, if a venue is the principal producing/accountable entity of a specific special event, they may submit an application for funding consideration.
- The event occurs in the following calendar year.
- The event currently promotes, or desires to promote, to potential out-of-market, overnight visitors (spectators and/or participants) and is not primarily an activity for local residents.
- The event can generate overnight visitors to Placer County lodging entities.
- The event is fundamentally not a conference, meeting, industry trade show, workshop or expo.
- The NLTRA will not be the sole/primary revenue source for the event. The event is not contingent upon receipt of NLTRA Partnership Funding to occur.
- The event's Partnership Funding request does not exceed 25% of the event's cash operating budget.
- Awarded funds will be used for advertising, marketing and event promotion, and not for event operations or staffing.
- The event is/will occur annually in the destination. The event does not intend to take place one-time only.
- The event does not have a term limit regarding the number of years that it can/or will be held in the destination.
- The event is open to the general public (spectators), promotes attendance to spectators and/or participants, and does not require the general public (spectators) to purchase a membership, conference registration or annual dues to spectate. Spectator ticket charges are acceptable for gated events.
- The event capacity is not limited to a small number of people. It is able to accommodate hundreds (or thousands) of spectators.
- The event will secure partnerships with at least one Placer County lodging property. Partnerships can be in the form of: cash/in-kind sponsorship, room block, special room rate for event, venue location or marketing/promotional assistance.

### Application Deadlines:

The completed application and required supplemental documents must be submitted by the final deadline in order to be considered. If an applicant's event occurs immediately before (or after) the application deadline, information from the previous year can be provided in lieu of the current year's information, where applicable.

Optional Early Submission Deadline: 5:00pm (PST) on Friday, September 1, 2017

The optional early submission opportunity could be helpful for events that have not previously submitted a Partnership Funding application and would like to receive feedback. To participate in the early submission option, events must submit their "trial" application and supplemental documents by Friday, September 1, 2017 (5:00pm PST). NLTRA staff will review the information then provide feedback and guidance, allowing ample time for the applicant to modify and resubmit their application by the final deadline of October 6, 2017.

Participating in the early application option does not imply an event will receive a favorable funding allocation recommendation. NLTRA staff review and feedback is only provided to events that submit by the early application deadline.

Final Submission Deadline: 5:00pm (PST) on Friday, October 6, 2017

The final deadline for submission of applications and supplemental documents is Friday, October 6, 2017 (5:00pm PST). Applicants are strongly encouraged to submit 1-2 days prior to the final deadline to minimize the risk of a late submission. Applications and supplemental materials will not be accepted after the final deadline.

The NLTRA Events & Communications Manager will meet with an event representative at any time to discuss the Partnership Funding program as well as the submission process.

It is the responsibility of the applicant to confirm with the Events & Communications Manager that their application and supporting documents were successfully received by the deadline.

Applications and supplemental documents can be submitted electronically or hard copy.

Amber Burke  
NLTRA Events & Communications Manager

100 North Lake Blvd., PO Box 5459  
Tahoe City, CA 96145  
Office: (530) 581.8702  
Fax: (530) 581.8789  
[amber@gotahoenorth.com](mailto:amber@gotahoenorth.com)

### **Partnership Funding Timeline, Insurance, Payment Schedule:**

If Partnership Funding is approved, the event will be required to sign an NLTRA contract agreeing to the terms and conditions of the partnership which includes the sponsor amenities to the NLTRA, issue of a General Liability Insurance Policy naming the NLTRA as additional insured (\$1,000,000 per occurrence and \$2,000,000 general aggregate). The event will also be required to submit a current IRS Form W-9 prior to receiving any payments. The W-9 must be in the same name as the recipient of the partnership funding. Event will also need to supply the NLTRA with a written commitment from the event venue indicating set event dates.

Partnership funding awards will be disbursed in two installments. A partial payment of 50% will be made upon receipt of the signed contract, confirmation of event's marketing plan and confirmation of a Placer County lodging partner/sponsor. The remaining 50% payment will be made after the event takes place, subject to completion of contractual agreements, sponsorship amenities and a post-event ROI report to the NLTRA. Should the funds not be used in the manner stated within the contract, the organization will be required to return the funds in full to the NLTRA.

### **Evaluation Process:**

Failure to submit all required information and documents by the final application deadline will result in disqualification. Submitting an application does not guarantee Partnership Funding will ultimately be awarded.

All applications will be evaluated through an interview process and closed-door review session. Funding allocation recommendations will be based on: information provided in the application and supplemental documents, how the event compares to other applicants, the amount of funding available versus the total number of applicants, and the destination's current situation analysis. It is imperative that application and supplemental materials communicate complete and accurate information for the Task Force to have a complete understanding of the event and the request. The funding allocation recommendations will then be presented to the NLTRA Marketing Committee for review and discussion and ultimately to the NLTRA Board of Directors for approval.

Recommendations are based on qualitative, rather than quantitative analysis which include the following considerations:

#### **Application**

Is the application complete; were all questions answered and required information provided? Was the submitted information reasonable, viable and convincing?

#### **Event Dates**

Does event occur in a "strike zone" period or during an already busy visitor season? Would the absence of the event adversely affect lodging occupancy?

#### **Annual Occurrence**

Does event have potential for longevity? Is there a term limit regarding the number of years that event can/will be held in the destination? Will the event be held annually?

#### Attendance

What is event attendance, including participants (if applicable) and spectators? What percentage of attendance is estimated to be locals versus out-of-market visitors? Can event expand upon their current attendance or are there short-term capacity concerns?

#### Room Nights

What are room night projections? Is there a potential for growth in overnight stays with additional marketing efforts? Is the funding request reasonable compared to the room nights that can be generated?

#### Uniqueness and Appeal

Is event unique and/or iconic to the destination? Are there similar events in primary visitor markets? Would the event appeal to potential visitors? Does it have prospect for growth and long term sustainability?

#### Out-of-Market Awareness

Does event have the ability to generate out-of-market awareness for the destination that increases the likelihood of attracting overnight visitors? (Awareness can be in the form of traditional advertising, social media, web-based efforts or PR equivalency). Does it support North Lake Tahoe branding and messaging?

#### Financial

Is event financially stable? Is the funding request less than 25% of the event's cash operating budget? Is event dependent on NLTRA funding in order to occur? In the case of a new event, does it have a realistic plan to sustain through year one (such as revenue and expense projections, marketing plan, estimated attendance and room nights).

#### Funding Use

Does NLTRA funding make a difference? Did event provide details about how NLTRA Partnership Funding would augment their marketing, advertising and promotional efforts? Would a reduced award, or no award, negatively impact event's ability to maintain or grow their promotional efforts?

#### Lodging Partnerships

Will event establish a partnership with at least one Placer County lodging property (in the form of room block, sponsorships, venues or marketing support)? Are lodging partners acknowledged and promoted on event's website?

#### Television or Webcast Affiliation

Will event air on network TV, cable TV or Webcast as a scheduled broadcast? Is the broadcast professionally produced and does it positively highlight the destination?

#### Sponsor Amenities

Can event extend sponsorship amenities to the NLTRA that provide an opportunity to broaden its own marketing and sales efforts?

#### Event Producer/Promoter

Does event have professional, turnkey management? Is it produced by paid staff or by volunteers?

## 2018 Special Event Partnership Funding

### Application

*Note: Refer to the “2018 Special Event Partnership Funding: Application Explanations” document for details and tips about the application.*

#### Section 1: Contact Information

Special Event Name:

Event Date:

Event Host Organization:

What other events have been produced by event promoter or host organization?

Event Mailing Address:

Event Office Phone:

Event Director or Producer:

Title:

Email:

Phone:

Person Completing Application:

Title:

Email:

Phone:

Event Website URL:

Unique Visitors in Past 12 Months:

Facebook Page URL:

Number of Facebook “Likes”:

Instagram Handle:

Number of Instagram Followers:

Twitter Handle:

Number of Twitter Followers:

YouTube URL:

## **Section 2: Event Overview**

- Q2.1 Where will event take place?
- Q2.2 Will this be an annual event in the North Lake Tahoe region?
- Yes
  - No (If “no”, explain why)
- Q2.3 Including 2017, how many years has the event occurred in the North Lake Tahoe region?
- Q2.4 Can spectators (general public) attend event?
- Yes
  - No
- Q2.5 Will there be a charge for spectators (general public) to attend the event?
- Yes (If “yes”, provide ticket information: quantity, cost, etc.)
  - No

## **Section 3: Financial**

- Q3.1 What is the dollar amount of Funding being requested?
- Q3.2 Summarize how Funding will be utilized? (Recap the marketing/promotional efforts that could be implemented with a funding award that otherwise would not be possible.)
- Q3.3 If Partnership Funding is not awarded, will the event still take place?
- Yes
  - No (If “no”, explain why)
- Q3.4 If event does not receive Partnership Funding, or does not receive the full requested amount, summarize the effect to specific programs or promotional strategies.
- Q3.5 Will event solicit additional sponsors, either cash or in-kind?
- Yes
  - No (If “no”, explain why)

## **Section 4: Marketing, Advertising, Public Relations**

- Q4.1 2018 In-Market Paid Advertising Budget:
- Q4.2 2018 Out-of-Market Paid Advertising Budget:
- Q4.3 Optional: 2017 Out-of-Marketing Public Relations Equivalency:

## **Section 5: Broadcast Opportunities (TV or Webcast)**



- Q5.1 Does the event have media partners, either local and/or out-of-market?
- Yes (Identify partners – indicate whether the primary audience is in-market or out-of-market)
  - No
- Q5.2 Will event air on network TV, cable TV or Webcast as a scheduled broadcast?
- Yes (Continue to Q5.3)
  - No (Skip to Section 6)
- Q5.3 What is the broadcast coverage?
- Local
  - Regional (Identify cities or DMAs)
  - National
  - International
- Q5.4 Provide details about the applicable broadcast coverage and anticipated air dates.
- Network or Cable TV
    - Broadcast Affiliates:
    - Air Dates:
    - Program Length:
  - Webcast
    - Provider:
    - Air Dates:
    - Program Length:
  - Remarks, if any:
- Q5.5 Are household ratings or viewership numbers available from the previous year's broadcast?
- Yes (Provide details)
  - No
- Q5.6 Can the NLTRA receive complementary commercial time during the broadcast as a sponsorship amenity?
- Yes
  - No
- Q5.7 Can the NLTRA receive promotional exposure (interviews, vignettes, etc.) during the broadcast?
- Yes
  - No
- Q5.8 If complementary commercial time and/or promotional exposure is available to the NLTRA, summarize opportunities.

## Section 6: Lodging Partnerships

- Q6.1 Identify the event's Placer County lodging partners in 2017.

Q6.2 Identify the event’s anticipated Placer County lodging partners for 2018. List type of partnership if one has already been established.

## **Section 7: Attendance**

Q7.1 2017 Estimated Spectator/Fan Attendance:

- Unique Individuals:
- Overall Event Attendance:

Q7.2 2017 Estimated Participants in Attendance:

Q7.3 Explain how 2017 attendance (Q7.1 and Q7.2) was calculated.

Q7.4 Spectators/Fans: Based on the 2017 spectator/fan attendance figures (Q7.1), what percentage is estimated to be from out-of-market? (Explain how percentage is calculated)

Q7.5 Participants: Based on the 2017 participants attendance figures (Q7.2), what percentage is estimated to be from out-of-market? (Explain how percentage is calculated)

Q7.6 2018 Projected Spectator/Fan Attendance:

- Unique Individuals:
- Overall Event Attendance:

Q7.7 2018 Projected Participants:

Q7.8 Explain how 2018 attendance (Q7.6 and Q7.7) was calculated.

## **Section 8: Room Nights**

Q8.1 2017 Placer County Room Nights

- Estimated Paid Room Nights:
- Estimated Complementary Room Nights:

Q8.2 Explain how 2017 room nights were calculated.

Q8.3 Which Placer County lodging properties feasibly received room nights as a result of the event?

Q8.4 2018 Placer County Room Nights

- Projected Paid Room Nights:
- Projected Complementary Room Nights:

Q8.5 Explain how 2018 room nights were calculated.

## **Section 9: Event Staff & Board of Directors**

Q9.1 Is event produced by a paid staff or volunteer committee?

- Paid Staff
- Volunteer Committee

Q9.2 Provide the names and positions of the events key staff/volunteers.

Q9.3 Provide the names of events Board of Directors, if applicable.

## Section 10: Sponsors

Q10.1 Identify the top 5 sponsors of the 2017 event.

Q10.2 Identify the top 5 sponsors that the event will target for 2018.

## Section 11: Acknowledgements & Electronic Signature

Q11.1 I am authorized to represent the event; information provided in application and supporting documents is truthful.

- Yes
- No (If “no”, explain why)

Q11.2 Event will be held annually in the North Lake Tahoe region and is not contingent upon receipt of funding to occur.

- Yes
- No (If “no”, explain why)

Q11.3 If Partnership Funding is awarded, partnerships will be secured with at least one Placer County lodging property.

- Yes
- No (If “no”, explain why)

Q11.4 Event will collaborate with the NLTRA (if requested) to collect survey information, or share existing information if event conducts their own survey.

- Yes
- No (If “no”, explain why)

Q11.5 If Partnership Funding is awarded, funds will only be utilized for event promotion and marketing.

- Yes
- No (If “no”, explain why)

Q11.6 If Partnership Funding is awarded, event will include the NLTRA logo and link on their website and in applicable advertising materials.

- Yes
- No (If “no”, explain why)

Q11.7 If Partnership Funding is awarded, event will issue a Liability Policy (\$1M per occurrence/\$2M aggregate), as well as name the NLTRA as an additional insured.

- Yes
- No (If “no”, explain why)

Type your name and date, which denotes your signature as an authorized representative of the event.

Name:

Date:

## Required Supplemental Documents

Document #1: Event Overview

- Yes, will submit
- No, will not submit

Document #2: 2017 Profit & Loss Statement

- Yes, will submit
- No, will not submit

Document #3: 2018 Event Budget

- Yes, will submit
- No, will not submit

Document #4: Marketing/Promotional Plans – Part A: Marketing Plan Without Receipt of Funding, Part B:

Marketing/Promotional Initiatives to be implemented with Receipt of Funding

- Yes, will submit
- No, will not submit

Document #5: Potential Sponsorship Amenities to NLTRA

- Yes, will submit
- No, will not submit

Document #6: OPTIONAL PR Equivalency for Out-of-Market

- Yes, will submit
- No, will not submit

## 2018 Special Event Partnership Funding Application Explanations

To assist events in preparing their submission, this document provides general direction, clarifies particular application questions and reviews required supplemental documents.

### General Definitions:

The following definitions pertain specifically to the Partnership Funding Program with the objective of improving consistency among submissions.

**Spectator/Fan:** Someone who primarily attends an event as an onlooker or observer, to experience an event's activities or offerings, to be entertained, to support a cause or for social interaction. Spectators can be a part of an audience watching a performance or competition, or they can be more actively involved by experiencing activities.

**Participant:** Someone who attends the event purposely as a competitor, sponsor, vendor/exhibitor, support crew/team, entertainer/performer, volunteer, official, media or support staff. Examples include (but are not limited to): a competitor in a triathlon, ticketed participant in a class during a festival, TV broadcast production crew, exhibitors or vendors at a festival, volunteers at a golf tournament, or registered media at a food and wine festival.

**Unique Individual (Attendee):** A unique individual is counted one time only, regardless of how many event activities, venues or days they attend. Unique individual estimates are utilized when determining the economic impact of an event.

**Total Attendance:** The compilation of head counts for every venue and activity over the duration of the event. Total attendance presumably reflects unique individuals being counted multiple times if they attend multiple activities or days within the event's scheduled offerings. Because total attendance does not necessarily equate to unique individuals, it would not accurately reflect economic impact or room nights generated.

**Room Nights:** A guestroom multiplied by the number of nights occupied (1 room x 3 night stay = 3 room nights).

**Paid Room:** The lodging property received monetary compensation for a room related to an event, whether paid for by the event organizer, spectators or participants. The NLTRA is funded by room taxes generated when paid rooms are utilized in Placer County.

**Complimentary Room:** The room was provided at no charge to the guest by the lodging property. For example, an event might receive complimentary rooms in exchange for being named a sponsor. Placer County room tax is not collected for complimentary rooms.

**In-Market:** Less than a 100-mile radius of North Lake Tahoe. Communities include, but are not limited to: the Lake Tahoe Basin/Truckee, the Reno/Sparks metropolitan area, Carson City, Minden/Gardnerville, Fernley, and Fallon. In-market spectators and attendees may have a lower propensity to utilize overnight accommodations in Placer County.

**Out-of-Market:** More than a 100-mile radius of North Lake Tahoe. Spectators and participants that reside more than 100-miles from North Lake Tahoe may have a greater propensity to utilize overnight lodging in Placer County.

**Placer County:** Communities include: Tahoe City, the West Shore of Lake Tahoe, Squaw Valley, Northstar, Kings Beach, Carnelian Bay, and Tahoe Vista.

**Strike Zone:** A goal of the funding is to promote events that take place in the off-peak season, or strike zone. This includes the following:

Lakeside Communities: January – May, September – November  
Mountainside Communities: May – November

Greater consideration will also be given to events that generate mid-week lodging any time of the year.

## **Application Section 2: Event Overview**

Partnership Funding is for annual special events. Events that intend to take place one-time only will not be considered for funding. In addition, events should not have a “term” limit regarding the number of years it can/or will be held in the destination.

## **Application Section 3: Financial**

Only the principal producing entity of a specific special event can apply for funding consideration. Likewise, only one organization will be considered for funding on behalf an event. Venues do not qualify for consideration regardless if their intent is to provide supplemental marketing support for one or more events taking place at their facility. However, if a venue is the producing/accountable entity of a specific event, they may submit an application for funding consideration.

The NLTRA should not be the sole/primary revenue source for an event, nor should an event be dependent upon receipt of funding in order to take place. Events should be financially viable without NLTRA partnership funding. The funding request should not exceed 25% of an event’s overall cash operating budget and awarded funds are to be used for advertising, marketing and event promotion, not for logistics, operations or to supplement net income.

Q3.2: Summarize how the requested amount of Partnership Funding would be utilized. Include marketing and promotional efforts that could be initiated with funding that would not be possible without funding. In other words, explain how funding makes a difference. Responses are limited as this is a summary statement only. Details should be provided in event’s Marketing Plan (Part B) of the required supplemental documents.

## **Application Section 4: Marketing, Advertising, Public Relations**

Refer to the Page 1 for definitions of “in-market” and “out-of-market” as it pertains to Partnership Funding.

Partnership Funding is a marketing opportunity that provides a financial resource enabling events to broaden their advertising and promotional efforts that otherwise would not be possible. Event applicants should currently promote, or desire to promote, to potential out-of-market visitors (spectators and/or participants). The ultimate goal of the funding program is to generate room nights for Placer County lodging entities.

An event’s marketing and communications strategy can positively impact awareness and influence attendance. As well, those promotional efforts can generate general awareness for the destination.

Public Relations Equivalency (a.k.a. Advertising Value Equivalency) measures the media coverage generated from a public relations campaign and is commonly tracked by a third-party. It measures the size of the coverage gained, its placement, and calculates what an equivalent amount of advertising space, if paid for, would cost. By tracking PR Equivalency, an event can demonstrate their ability to generate out-of-market awareness even if their out-of-market advertising budget is minimal or non-existent.

Q4.1 and Q4.2: These questions relate specifically to planned paid advertising, both in-market and out-of-market. Do not include your anticipated Partnership Funding award in these budget numbers since a funding award is not guaranteed. The anticipated spend should be reflected in event’s supplemental document entitled Marketing Plan (Part A).

Q4.3: This question is optional and should only be answered if the event utilized a tracking service for their out-of-market public relations efforts and can provide a PR Equivalency Report with their submission.

## Application Section 5: Broadcast Opportunities (TV or Webcast)

In some situations, a made-for-television show or webcast may be produced specifically in conjunction with an event. Television broadcasts and webcasts are beneficial because they introduce the destination to new markets and audiences, or reinforce destination awareness in traditional markets.

Purchasing TV, radio or print advertising is not considered a broadcast opportunity. Instead, that information should be included in an event's Marketing Plan (Part A and/or Part B) of the required supplemental documents. It also does not refer to incidental public relations coverage such as a mention in a newscast.

Q5.1: All applicants must respond to this question. A media partner provides advertising, publicity, promotions, broadcast services or general awareness-building to promote and publicize the event to potential attendees. A media partner has distinct interest in the success of the event and is not merely selling services/advertising. Media partners often receive recognition as an event sponsor. Applicants should identify each media partner and indicate whether that partner's primary audience is "in-market" or "out-of-market." For example: Moonshine Ink (in-market), CBS Sports (out-of-market), KTKE-FM 101.5 (in-market).

Q5.2: If an event does not have a TV broadcast or webcast affiliated, answer Q5.1, and then skip to Section 6.

Q5.5: Provide information about the potential reach of the broadcast or webcast. The hypothetical influence of a television broadcast can be assessed by the potential household distribution. However, actual ratings provide a more accurate analysis of viewership and are preferred, if available. Regarding a webcast, analytics can be easily tracked, including unique viewers on PCs, tablets and smart phones.

Q5.6-Q5.8: These questions refer to specific NLTRA messaging opportunities during the webcast or TV broadcast that might be available (at no charge to the NLTRA) as a sponsorship amenity. Examples include:

- The NLTRA can create a vignette promoting the destination
- The NLTRA receives complimentary commercial spots
- The NLTRA can provide destination B-Roll footage that will be incorporated within the broadcast
- The NLTRA logo is featured on opening/closing billboards of the broadcast
- An NLTRA spokesperson is featured in an interview
- An NLTRA banner or logo is strategically placed within camera-view

## Application Section 6: Lodging Partners

The NLTRA is funded by room taxes generated when paid rooms are utilized at Placer County lodging properties. NLTRA Partnership Funding stipulates that partnerships must be secured with at least one Placer County lodging entity for events.

Partnerships can be in various forms: cash/in-kind sponsorship, room block, discounted room rate promoted to spectators or participants, venue location or marketing/promotional assistance. In the spirit of "partnership", lodging partners should be acknowledged on the event's website as a sponsor.

## Application Section 7: Attendance

Refer to Page 1 for the definition of Spectator, Participant, Unique Attendee, Total Attendance, In-Market and Out-of-Market. If 2018 will be the first time that the event takes place in the destination, skip to Q7.6.

The event should be open to the general public (spectators) and promoted to spectators and/or participants. It should not require the general public (spectators) to purchase a membership, conference registration or annual dues to spectate. Spectator admission charges are acceptable for gated events.

Event attendance can signify economic, social and infrastructural impact. Non-gated, multi-day, multi-venue events may find it especially challenging to determine attendance figures. Suggested estimation methods (perhaps in combination) include: ticket scans, gate receipts, clicker counts, aerial photographs, participant registration, seating capacity versus unoccupied seats, city police crowd estimates, vendor feedback, parking revenue/parking capacity, informal onsite spectator surveys, post-event participant surveys, or commissioning a 3<sup>rd</sup> party formal survey.

**Spectators vs. Participants:** Event attendance is often associated with spectators, fans or audience members. However, events can also have a considerable number of participants, comprised of competitors, sponsors, vendors/exhibitors, support crew/teams, registered attendees, officials, volunteers, support staff or entertainers. All contribute to overall attendance. Distinguishing attendees between spectators and participants can provide a better understanding of the event's potential impact to overnight lodging and economic impact.

**Total Attendance vs. Unique Attendees:** Attendance is one of the most fundamental measurements of an event but is often misinterpreted. In order to accurately assess destination impact, it is important to establish whether figures represent total overall attendance or unique individuals.

- For example, reporting an attendance of 3,600p over a three-day festival is often inferred to imply that 3,600 unique individuals were present at the event, thus inflating the impact to lodging, local economy, infrastructure and community. In reality, it might actually represent 1,200 unique individuals, each attending 3 days.

There are circumstances however in which total event attendance may also represent unique individuals.

- For example, a one-day, single-venue, ticketed event can reason that each ticket surrendered represents one unique individual in addition to total attendance. Likewise, events with registered participants can easily calculate the number of unique individuals that are represented.

**Q7.1 and Q7.6:** These questions request 2017 attendance estimates and 2018 projected attendance specific to spectators. Applicant should identify whether the figures represent unique individuals or total attendance.

**Q7.2 and Q7.7:** These questions request an estimate of the participants for the 2017 event, as well as a projection for the 2018 event.

**Q7.3 and Q7.8:** Provide a reasonable explanation of how attendance was determined and reference (or attach) any information source that is relevant in support of that estimate. A mathematical explanation of how the figures were determined is also helpful.

**Q7.4 and Q7.5:** Specific to the 2017 event, estimate the percentage of spectators, as well as participants, who were from out-of-market. Applicants should provide a reasonable explanation of how figures were determined and may reference (or attach) any information source that is relevant in support.

## **Application Section 8: Room Nights**

Refer to Page 1 for definitions of: Placer County, Paid Room, and Complimentary Room. If 2018 will be the first time that the event takes place in the destination, skip to Q8.4.

The NLTRA acknowledges the difficulty in substantiating room nights since there are numerous booking methods available to overnight visitors (online, call-in, mobile app, travel agent, etc.), as well as a variety of motivating reasons to visit the destination. Events that have a room block or special booking code can request a utilization report from their lodging partner. For events that do not have room blocks or special booking codes, suggestions for estimating room nights



(perhaps in combination) include: requesting lodging info on participant and vendor registration, feedback from lodging partners, informal onsite surveys, informal follow-up surveys or commission a formal survey.

**Q8.1 and Q8.4:** Provide a reasonable estimate of Placer County room nights generated in 2017, and room nights anticipated in 2018, as a direct result of the event. Rooms utilized should include spectators/fans, as well as participants (competitors, sponsors, vendors, support crew/teams, volunteers, officials, support staff, performers, media pool, etc.). Estimates should be differentiated by paid room nights and complimentary room nights.

**Q8.2 and Q8.5:** Provide a feasible explanation of how room night estimates were derived and attach or reference any information source that is relevant. Documentation from lodging partners verifying room night utilization is not required. However, if information exists that can corroborate your figures it would be advantageous to include them. Suggested sources for estimating your room nights include: a recent research study; informal onsite surveys; participant registration forms; rooms utilized by competitors, athletes, vendors or suppliers, and feedback from lodging partners.

### Optional: Photo or Video Highlights

To augment a submission, photo or video highlights may be submitted with the Partnership Funding application, adhering to the final deadline of 5:00pm, October 6, 2017. This may be especially beneficial for new events.

Video highlights should be submitted by email and cannot exceed 3 minutes in viewing time. Suggested images include: event action, featured activities, crowd/spectator shots, vendor area, or clips of the TV broadcast (if applicable). Please do not submit DVDs.

### Required Supplemental Documents

To be evaluated for possible a funding recommendation, the following five (5) documents are required as part of a submission. Providing partial information could result in disqualification from consideration.

#### *Event Overview – Document #1*

This is an opportunity to provide details about the event, as well as clarify the event's impact to the destination. Assume that evaluators are not familiar with the features and benefits of the event. Suggested information to include is:

- Provide event description; include its mission and goals.
- Summarize why the event would appeal to out of town visitors; what is unique about the event and whether similar events are offered in other nearby destinations.
- **Spectator-Based Events:** Highlight the activities available to the general public (free and/or ticketed), the location(s) of those activities, and the type of spectators that typically attend.
- **Competitive-Based Events:** If the event features a competitive sporting component as an integral component, provide information about the sport and contestants. Include details about the sanctioning body (if applicable), whether there are tour dates in other locations, and how the local event factors into the overall schedule. If other groups also travel with the competitors (i.e. support crews, vendors, officials, TV broadcast/production crew, event volunteers, friends/family, etc.), describe their impact in generating overnight lodging.
- **Participant-Based Events:** If the event features participants as an integral component of the event (i.e.: musicians, artists, cooking competitors, entertainers, etc.), describe who they are and how they impact overnight lodging. If other groups also travel to the event (support crews, vendors, officials, TV broadcast/production crew, event volunteers, friends/family, etc.), describe their impact to Placer County lodging.
- Summarize plans to enhance or expand the event experience to attract additional spectators and/or participants.
- If an economic impact study or spectator demographics are available, the applicant is encouraged to include a summary of the findings.
- Incorporating a bullet-point summary of key facts and statistics can accentuate the most important benefits of the event to the destination. Examples include: TV or webcast broadcast reach or opportunities, new

activities/programs, expansion plans, room night impact, attendance (or unique individuals) impact, social media growth, event recognition awards, etc.

## ***2017 Profit & Loss (P&L) – Document #2***

A Profit & Loss (P&L) Statement summarizes the revenue, costs and expenses incurred during a specific time period and is also referred to as an Income Statement or an Income and Expense Statement.

Submit a 2017 P&L Statement disclosing itemized revenue (ticket sales, sponsorship sales, F/B sales, alternate revenue streams, etc.) and itemized expenses (operations, equipment rentals, overhead, entertainment, marketing/advertising, etc.) and the resulting net profit or loss.

New events to the destination, occurring for the first time 2018, are exempt from providing a 2017 P&L Statement.

Events occurring after the October 6, 2017 application deadline may submit their 2016 P&L Statement in lieu of providing a 2017 P&L statement.

## ***2018 Event Budget – Document #3***

The event budget is an essential part of event production and management. Producers/promoters should be able to forecast, with reasonable accuracy, the financial outcome of the event by identifying all probable expenditures and all expected revenue sources.

Submit a detailed 2018 event budget that includes itemized revenue (ticket sales, sponsorship sales, F/B sales, alternate revenue streams, etc.) and itemized expenses (operations, equipment rentals, overhead, entertainment, marketing/advertising, etc.). The line item(s) for advertising expenses should be consistent with the figures provided on Q4.1 and Q4.2 of the application.

Submitting a partial budget (such as marketing budget only) is not acceptable. The 2018 Event Budget should be consistent with information provided in the funding application.

## ***2018 Marketing Plan (Part A & B) – Document #4***

### **Part A – Marketing Plan Without NLTRA Funding Award**

Provide a marketing, advertising and public relations plan that summarizes the event's efforts to promote to spectators and participants. This portion of the marketing plan should not reflect initiatives that would be implemented with NLTRA Partnership Funding, since receipt of an award (or a specific award amount) is not guaranteed. Instead, include only those elements that will be implemented regardless of the funding outcome.

The plan should be categorized by "in-market" and "out-of-market" efforts. For out-of-market efforts (if applicable), identify the cities or regions that will be targeted.

Include all communication methods that event plans to utilize, such as: print, outdoor, website, e-blast, collateral pieces, social media, search engine marketing, broadcast, newsletters, radio or other outreach. If event has marketing or media partners who will provide additional promotional services in support of event, summarize those activities.

### **Part B – New Marketing and Promotional Initiatives With NLTRA Funding Award**

The intent of Part B is to demonstrate how an NLTRA Partnership Funding award will enhance the event's marketing and promotional efforts that otherwise would not be possible. In this section, identify specific new initiative(s) that could be implemented with receipt of a funding award, and/or existing campaigns that could be expanded upon with receipt of a funding award.

## *Sponsorship Amenities – Document #5*

Partnership Funding is equated as a sponsorship, rather than a grant, with an expected ROI in the form of sponsorship amenities that enable the NLTRA to extend its marketing and sales efforts to expand destination awareness and generate overnight visitation. Potential NLTRA sponsorship amenities will be considered when evaluating applicants and amenities that provide NLTRA exposure to a potential out-of-market audience are particularly desirable.

Provide an itemized list of potential sponsorship amenities that could be extended to the NLTRA. Potential amenities should correspond to the amount of funding being requested. Once a funding award recommendation has been approved by the NLTRA Board, the final negotiated amenities package will reflect the actual award amount.

The following list provides examples of amenities that could assist the NLTRA in marketing the destination. These are suggestions only and applicants may have unique opportunities that are not mentioned below. Do not copy and paste this list, only include amenities that can be offered to the NLTRA. If event is televised and can extend complimentary commercial inventory, interviews, vignettes or other on-air exposure as a sponsorship amenity, provide additional details.

- Inclusion of NLTRA logo and hyperlink in event's e-newsletters
- Posting specific messages (content provided by NLTRA) on event's Facebook, Twitter or other social media
- Opportunity for NLTRA specific messaging (content provided by NLTRA) in event's e-newsletter
- Advertisement space on event's website
- NLTRA destination promotional video embedded on event website
- Specific descriptive message and link from event website to GoTahoeNorth.com (example: click here for North Lake Tahoe lodging information)
- Event tickets for NLTRA contest giveaways or client hosting opportunities
- Opportunity to interact with out-of-market journalists that may be scheduled to attend the event
- Ad space in event's program guide
- Inclusion of NLTRA logo in event's out-of-market print ads
- Inclusion of NLTRA logo in event's brochure or direct mail pieces
- NLTRA logo on event posters, postcards, logo wear
- Distribution of NLTRA destination brochures at out-of-market shows that event staff may attend, or at out-of-market business locations that event may have partnered with
- Distribution of NLTRA collateral materials in event participant registration packets, at event information booth or on event shuttles
- NLTRA banners displayed during event
- NLTRA banners displayed on event's shuttle transportation
- Daily PA announcements during the event (content provided by the NLTRA)
- Exhibit booth at the event
- Complimentary NLTRA commercial spots on TV broadcast or webcast
- Opportunity for destination exposure via destination vignettes, interviews, on-air announcements of North Lake Tahoe branding messages during TV broadcast or webcast
- Opportunity for opening/closing billboard recognition (ie: logo and/or voiceover) during TV broadcast or webcast

## *PR Equivalency Report for Out of Market – Optional*

This attachment is only required if an applicant provided a dollar amount for Q4.3. Applicants that did not answer Q4.3 can disregard this optional attachment. For event applicants that answered Q4.3, attach an Equivalency Report for out-of-market exposure only (do not include in-market reporting), as determined by standard industry practices. PR clips are not requested.

# West Region Mountain Market Briefing

Summary and Insights: February, 2017

Data as of January 31, 2017



DestiMetrics LLC

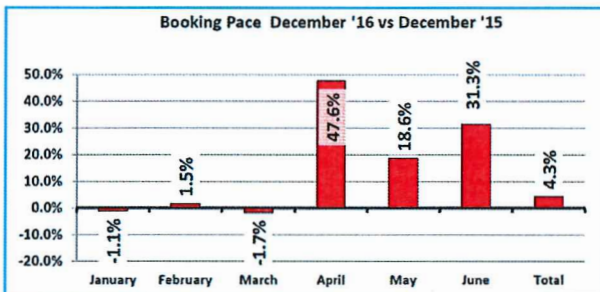
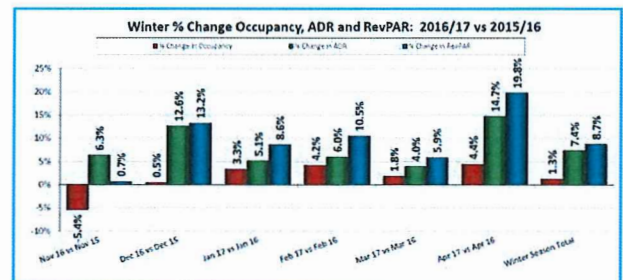
## Midseason Update – Snow and the Economy Rule

Using this mid-season snapshot of winter business as of Jan. 31, the “half-time” assessment is strategic. The twin pistons of Snow and Economy that drive destination tourism are both influencing the marketplace with mixed results and creating volatility that varies between regions, destinations, and even properties. When taken together, overall occupancies are eking out a small increase while stronger rates continue to drive overall revenues up. And with over 90% of last year’s reservation activity already accounted for either in the bank or on the books, much of this year’s story is already written and the 11<sup>th</sup> hour push for season’s-end business will likely differentiate the end game.

### Section 1: Lodging Performance – Winter 2016/17 (November – April)

**January historic actual occupancy as of Jan. 31** was up a moderate 3.3 percent compared to January 2016, with a 62.5 percent occupancy rate. The Average Daily Rate (ADR) for the same period was also up moderately, gaining 5.1 percent for the month compared to last year at \$394. The combined result of the occupancy and rate gain is a strong 8.6 percent gain in revenue with RevPAR at \$246.

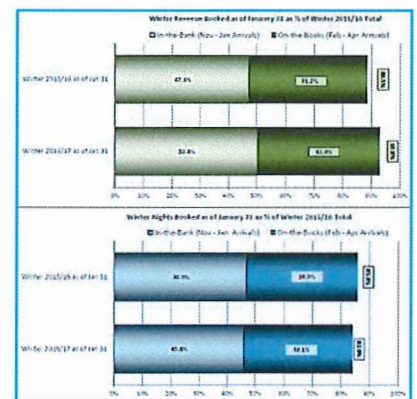
**Winter (November ‘16 to April ‘17) actual and on-the books aggregate occupancy as of Jan. 31** is up a slight 1.3 percent compared to Winter 2015/16 as of this same time, at 42.4 percent occupancy. Occupancy is gaining in five of the six months, led by April (up 4.4 percent) and February (up 4.2 percent), while November declined. ADR on-the-books for the season is up a strong 7.4 percent at \$409 with gains in all six months, including a 14.7 percent gain in April and 12.6 percent gain in December. The combination of rate and occupancy gains has resulted in strong revenue growth for the season, with revenue up 8.7 percent and RevPAR at \$173. Like ADR, revenue is increasing in all six months of the season, with double-digit gains in December, February, and April.



**Bookings made in January for arrivals in January through June** are up 4.3 percent compared to bookings made in January 2016 for arrival in the corresponding months last year. Bookings for arrival in January were down a slight -1.1 percent, while bookings for arrival in March were down slightly, declining -1.7 percent. Bookings for arrival in all other months were up, with dramatic gains for April (46.7 percent), and June (31.3 percent). This month’s booking pace gain is a reversal of the past two months, in which pace declined moderately. Strong snow throughout mountain destinations and a booming financial market are strong contributors to this turnaround.

### Winter 2016/17 Year-Over-Year Room Nights and Revenue Booked as of Jan. 31.

Room nights “in-the-bank” (actual room nights for November through January) for Winter 16/17 currently represent 45.8 percent of the total actual room nights that were booked for the entire winter season last year. An additional 38.1 percent of last year’s total nights are already on-the-books for arrival in February through April. Overall, 83.9 percent of all nights for Winter 15/16 are now either banked or booked for Winter 16/17. Room revenue in-the-bank represents 50.4 percent of the total actual revenue booked last winter. An additional 42.4 percent of last year’s total revenue is on-the-books for February to April arrivals. Overall, 92.8 percent of all revenue booked in Winter 15/16 has already been banked or booked this year.



## Section 2: The Economy

- **Dow Jones Industrial Average:** The Dow added a slight 101.5 points, or 0.51 percent, in January, closing at 19,864.1 points and setting a third consecutive monthly record. Though January was a relatively stagnant month, financial markets have seemingly settled into strong positions across Wall St. Investors are anticipating a possible easing of regulation and oversight, which will continue to drive financial markets upward if the expectation is sustained, which should support ongoing strong confidence and employment data. This was the 9<sup>th</sup> monthly gain in the past twelve months.
- **Consumer Confidence Index (CCI):** Consumer Confidence decreased slightly in January, dropping from December's 15-year high of 113.3 to 111.8 points. While consumers feel good about current conditions, they are expressing concern about the long-term outlook for business, employment, and especially income. However, the travel industry is reaping the benefits of confidence above 100 points, with room rate and revenue across the industry consistently nearing or setting records. Confidence is currently 14.1 percent higher than in January 2016.
- **Unemployment / Jobs:** Employers added 227,000 new jobs in January, considerably more than the 180,000 expected, and the national unemployment rate increased slightly to 4.8 percent from 4.7 percent in December. However, wages, which had shown some recovery in recent months, returned to their pattern of low growth, increasing just 2.5 percent compared to January 2016, below expectations.

## Section 3: Commentary and Conclusion

Here at the midway point of the winter season, there are stories about the lack of early snow, the Christmas shift and the recent "Trump Bump" to the economy. And now we see an emerging storyline where room nights booked this winter is pacing behind room nights booked last year (see bottom of page 1), though revenue booked is pacing ahead. This is a first and represents an effect for which we've not yet clearly determined a cause, though snow, rate and unit type may all be playing a role. You can expect more from us on this anomaly in the coming weeks. Though recent days have brought some unseasonably warm weather in the Rockies and Far West, for the most part Mother Nature was very supportive of snowsports in January, with consistent, quality snowfall across most mountain resorts. However some locations suffered from too much of a good thing as systems were occasionally overwhelmed and routes into and out of resorts were closed and on occasion, lifts were closed. Still, maybe the sort of 'problem' the industry dreams of. The resulting uptick in bookings is notable across the industry, but regionally there are a couple of stories to tell.

As we dig into the winter data, maintaining year-over-year occupancy gains continues to be the challenge of many resorts. In some cases, lack of new inventory is putting pressure on existing units to meet the demands of a high-snowfall season. But in other instances, an epic season in 2015/16 is creating its own set of challenges in gaining occupancy. For instance, in the Far West, where snowfall from El Nino in 2015/16 helped hit a regional 'reset' button and create high occupancy rates last year, occupancy is actually down -3.3 percent for the season and declining in four of the six months, despite great conditions throughout the region. But at the same time, those resorts are experiencing a relatively strong rate gain of 5.8 percent, netting positive revenue growth of 2.3 percent. In contrast, the Rockies are an example of strained occupancy gains as capacity is getting close to topping out. Resorts are up only a slight 1.6 percent for the season in aggregate, while rate gains are up a strong 7.4 percent. The challenges the Rockies resorts are experiencing in creating occupancy gains may be twofold: first, there's the issue of tight inventory in a busy snow year, which makes it harder to build year-over-year gains; second, there are the traditional market forces that come from stagnant inventory, namely increased rate. When inventory is tight, for any reason, rate is driven upward. When rate increases, our customer market shrinks and fulfillment is harder to accomplish. Whether or not gains in the Rockies are slowed due to one or both of these factors will require further analysis, but both factors are likely contributing in different measure at different destinations

**Conclusion:** For a number of reasons, occupancy is struggling to grow at levels to which we've been accustomed in years past, while mountain travelers are clearly willing to invest in higher room (and other) rates on a consistent year-over-year basis. This doesn't surprise us as these developments have been clearly visible in the DestiMetrics 'windshield' of forward-looking data for some time. However, the issues that resolve slower occupancy gain are large ones related to inventory, weather and how individual properties choose to gain revenue, whether through volume, rate or a tactical combination of both. The unasked question is when, if ever, do we reach the tolerance point of consumers and start to see resistance to higher rates? Indeed, are we seeing that now as evidenced in some of the weaker occupancy gains of this season? Much of the answer is at the destination and property level and can't be generalized to specific regions or the industry. Insights and answers are posted at [www.DestiMetrics.com](http://www.DestiMetrics.com), where we urge you to check your reports ...

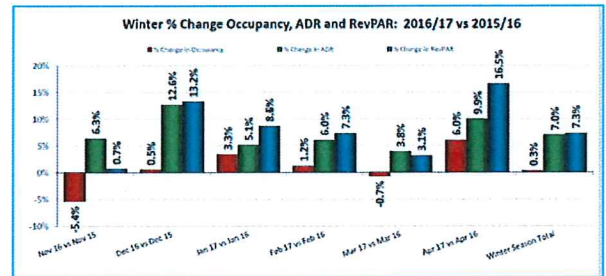
## Home Stretch: Victory Will Depend on How You Measure

With the end of the booking season in sight and more than 90 percent of last year's total business now accounted for, overall occupancy is up very slightly and rates are up in the single digits, resulting in a good or not-so-good outcome, depending on what you measure. Both snow and the economic/geo-political forces have been volatile and inconsistent through much of this season. The resulting consumer uncertainty is most recently apparent with a marked slowdown in bookings made in February for the balance of the season, which is consistent in varying degrees across regions. The final outcome approaching season's end will depend on where you are, how you measure, and of course how these next few weeks perform at the finish.

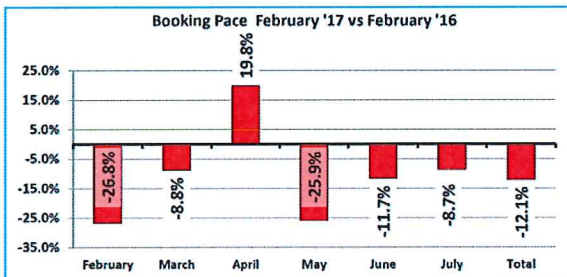
### Section 1: Lodging Performance – Winter 2016/17 (November – April)

**February historic actual occupancy as of Feb. 28** was up a slight 1.2 percent compared to February 2016, with a 66.9 percent occupancy rate. The Average Daily Rate (ADR) for the same period was up considerably more, gaining 6.0 percent for the month compared to last year, at \$425. The rate gains were the primary driver of overall revenue gains for the month, up 7.3 percent with RevPAR at \$284.

**Winter (November '16 to April '17) actual and on-the books aggregate occupancy as of Feb. 28** is almost flat, up a very slight 0.3 percent compared to Winter 2015/16 as of this same time, at 45.6 percent occupancy. Occupancy is gaining in four of the six months, led by April (up 6.0 percent) and January (up 3.3 percent), while November and March are down. On the other hand, ADR on-the-books for the season is up a strong 7.0 percent at \$407 with gains in all six months, including a 9.9 percent gain in April and a 12.6 percent gain in December. The gains in ADR are offsetting flat or declining occupancy rates and resulting in aggregated strong revenue growth for the season, with revenue up 7.3 percent and RevPAR at \$185. Like ADR, revenue is increasing in all six months of the season, with double-digit gains in December and April.

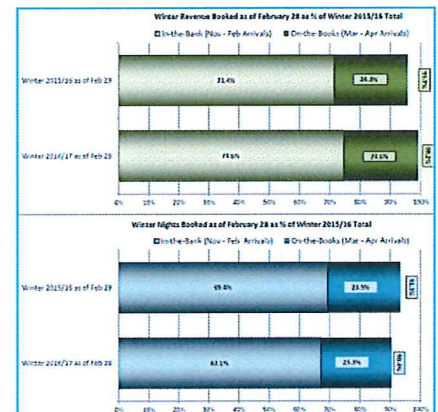


**Total bookings made in February for arrival in February through July** are down -12.1 percent compared to bookings made in February 2016 for arrival in the corresponding months last year. Bookings for arrival in February were down a very sharp -26.8 percent, while bookings for arrival in March were down -8.8 percent. Only bookings for April arrivals were up last month, gaining 19.8 percent. Looking ahead to early summer season activity, bookings taken in February for arrival in May, June and July all declined, down -25.9 percent, -11.7 percent, and -8.7 percent, respectively. See "Section 4 Commentary" on page 2 for notes on the decline in bookings last month.

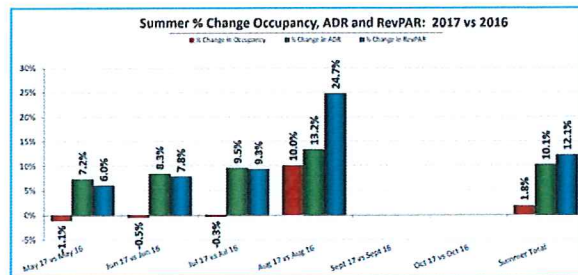


### Winter 2016/17 Year-Over-Year Room Nights and Revenue Booked as

**of Feb. 28.** Room nights "in-the-bank" (actual room nights for November through February) for Winter 16/17 currently represent 67.1 percent of the total actual room nights that were booked for the entire winter season last year. An additional 23.3 percent of last year's total nights are already on-the-books for arrival in March and April. Overall, 90.4 percent of all nights for Winter 15/16 are now either banked or booked for Winter 16/17, a decline from this time last year (93.3 percent). Room revenue in-the-bank represents 74.6 percent of the total actual revenue booked last winter. An additional 24.6 percent of last year's total revenue is on-the-books for March to April arrivals. Overall, 99.2 percent of all revenue booked in Winter 15/16 has already been banked or booked this year, an increase from this time last year (95.7 percent).



**Section 2: Lodging Performance – Summer 2017 (May – October)** Based on early available data for May through August, Summer 2017 occupancy on-the-books as of Feb. 28, is up a slight 1.8 percent compared to this same time last year, at 19.7 percent occupancy. The months of May, June and July are all declining very slightly and August is showing a strong gain. As with winter, the flat occupancy rate in summer is being offset by strong gains in ADR, with all four months up from this same time last year and the on-the-books occupancy up 10.1 percent at \$266 for the season. The resulting gain in revenue is 12.1 percent, with RevPAR at \$53 and gains in all four summer months for which data are available.



### Section 3: The Economy

- Dow Jones Industrial Average:** The Dow Jones added 948 points in February, resulting in a 4.8 percent increase in the benchmark index. Wall Street’s confidence not only reflects the confidence of employers and consumers (see below), but is also in anticipation of the proposed easing of restrictions that were put in place after the major failures that led to the recession in 2008. As long as markets remain in their current state, and wages move upward, consumers can be expected to continue spending discretionary dollars on items such as travel.
- Consumer Confidence Index (CCI):** Following a moderate decline in January, consumer confidence increased in February to 114.8 points, the highest consumer confidence measurement since July 2001. Consumers cited favorable business and labor conditions, both immediately and for the near future. Should wages continue to grow at or above the inflation rate (2.5 percent), we expect consumers to continue spending discretionary dollars.
- Unemployment/Jobs:** Employers added 235,000 jobs in February, exceeding expectations and moving the unemployment rate down slightly to 4.7 percent. Wages also increased slightly in February, bringing the current pace of wage increases to 2.8 percent more than this time last year and in line with inflation. Consumers should now expect that the Federal Reserve Bank will increase interest rates at their March 14-15 meeting, which may have a temporary impact on consumer spending on discretionary goods.

### Section 4: Commentary

The season is approaching wrap-up and, as with last month, we see some transactional behavior that doesn’t fit the patterns of the last six years or so, at least when we look at all western resorts in aggregate. Winter occupancy remains essentially flat for the overall season, with gains and declines hanging around the +/-1 percent range throughout, except November’s decline and April’s gain. At the same time, February saw a precipitous decline in bookings taken in that month for the balance of the winter as well as the early summer months. Warm, dry weather in the Rockies and epic and consistent snow in the Far West suggest these regions may be having very different winters, but it depends on the metric you study.

Longer reservation lead-times and good booking pace this winter have established a foundation of occupancy in the Rockies, while the Far West has had to work harder to attract guests, at least statistically, despite record-breaking snowfall. Overall, both regions are experiencing similar occupancy struggles, with the Far West gaining a slight 1.1 percent for the season, and an overall occupancy rate of 39.3 percent. Occupancy rates in the Rockies are up a similar amount, but less so at 0.3 percent compared to last year at 46.1 percent. But the rate picture is considerably different, with the Far West up a slight 1.6 percent in ADR this season and the Rockies up a strong 7.2 percent. The result is that both regions are gaining in revenue, but the Far West is lagging despite consistently great snow for the most part. The question then becomes “what conditions allow us to drive rate?” The situation in the Far West would suggest that epic snow doesn’t necessarily drive rate up as we would hope, and overall consumer demand at peak times does, as we’re seeing in the Rockies, lead to occupancy rates that are bumping up against maximum practical capacity—i.e. available inventory - on many occasions. And, in the end, the rhetorical question is “does it matter?” Clearly the Far West is working the system, finding the balance between rate tolerance and occupancy growth enough for a moderate, but achievable gain in revenue, while the Rockies are taking a different approach, with rate gains throughout the season, sometimes resulting in occupancy declines, but still achieving the revenue goal.

**Conclusion:** We’ve watched occupancy growth struggle this season for several reasons and there is no indication that it will resolve anytime soon. Inventory pressure, an option for rate over occupancy, inconsistent snow (in some cases), and other less tangible forces are all driving factors. The strategy is applied at the property level, sometimes by choice, sometimes to keep up with the comp set, but clearly is regional. As usual, we urge you to monitor your own property’s performance, against itself and the destination by logging into [www.DestiMetrics.com](http://www.DestiMetrics.com) for property-specific reports.