



P O Box 5459 ~ Tahoe City, CA 96145 ~ Ph 530-581-8700 ~ Fx 530-581-8762

**AGENDA AND MEETING NOTICE
MARKETING COMMITTEE
Tuesday, March 24, 2009 – 1:00 p.m.
Tahoe City PUD**

NLTRA Mission

"to promote tourism and business through efforts that enhance the economic, environmental, recreational and cultural climate of the area."

NLTRA Tourism Division 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."

Meeting Ground Rules

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

**Marketing
Committee
Members**

NLTRA Board:

Deb Darby-Dudley,
Chair
Alex Mourelatos
Ron Parson
Dan Tester

Committee

Members:

Deanna Gescheider
Steven Holt
Christine Horvath
Julie Maurer
John Monson
Les Pedersen
Nick Pullen
Brett Williams

Placer County Rep:

Jennifer Merchant

Quorum

2 Board Members
1 Lay Member

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

- A. Call to Order – Establish Quorum
- B. Public Forum: Any person wishing to address the 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. (3 min)
- C. Agenda Amendments and Approval (2 min)
- D. Approval of Marketing Meeting Minutes – February 24th, 2009 (3 min)
- E. Discussion and Further Direction to Staff Regarding the FY 2009/10 Budget Process including Review of Recent Marketing Workshops (25 minutes)
- F. Discussion and Direction to Staff on Spring/Early Summer Media Planning (20 minutes)
- G. Discussion and Possible Action to Approve the Proposed New Performance Measurement Document/ROI Tracking Document (15 minutes)
- H. Discussion and Possible Action to Approve the Reallocation of the North Lake Tahoe Conference Center Marketing Grant (10 minutes)
- I. Departmental Reports (written reports included in packet) (15 minutes)
 - o Advertising
 - o Conference Sales
 - o Leisure Sales
 - o Special Projects
 - o Public Relations

- J. Committee Member Comments (*5 minutes*)
- K. Standing Reports (posted on www.nltra.org)
 - Reno/Tahoe International Airport January Report
 - February Search Engine Optimization Report
 - February Click Thru Report
 - February MTRiP Report
 - January Financials

Posted and Emailed March 17, 2009



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

MARKETING COMMITTEE MEETING MINUTES
February 24, 2009 – 12:00 p.m.

North Tahoe Events Center

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Dan Tester, Deanna Gescheider, Deb Dudley, Alex Mourelatos, Ron Parson, Alex Mourelatos, John Monson, Julie Maurer, Brett Williams and Nick Pullen

NLTRA STAFF IN ATTENDANCE: Andy Chapman, Steve Teshara, Jeremy Jacobson, Judy Laverty and Whitney Parks

OTHERS IN ATTENDANCE: Pettit Gilwee, Wendy Hummer, Jen Martinez, Alana Crete and Cathy Davis

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order by Chair Deb Dudley at 12:08 p.m. and a quorum was established.

2.0 PUBLIC FORUM

2.1 Ron Parson asked for an update report regarding the usage of reserve funds. Andy Chapman said this would be provided at the end of the meeting.

2.2 Julie Maurer thanked North Lake Tahoe, Truckee, and Reno for their assistance with the Dew Tour. She noted that the event received a tremendous amount of media attention.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 **M/S/C (Tester/Parson) (8/0) to approve the Marketing Committee agenda as presented.**

4.0 APPROVAL OF MARKETING MEETING MINUTES

4.1 **M/S/C (Parson/Tester.) (8/0) to approve the Marketing Committee meeting minutes of January 29, 2009 as presented.**

5.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND FOR BOARD APPROVAL THE NORTH LAKE TAHOE MARKETING COOPERATIVE RENEWAL AGREEMENT

5.1 Andy Chapman said that he is looking for additional comments and a possible recommendation for Board approval regarding renewal of the North Lake Tahoe Marketing Cooperative Renewal Agreement between the NLTRA and the Incline Village Crystal Bay Visitors Bureau. ROI documentation regarding this agenda item was included in the packet for the Committee's review. Deb Dudley asked

about the continued inclusion of greater Truckee in the Coop agreement. Andy noted that the situation regarding the equity agreement with Truckee and Placer County focuses primarily on the lodging properties and collection of TOT.

5.2 M/S/C (Tester/Gescheider) (8/0) to recommend for Board Approval renewal of the North Lake Tahoe Marketing Cooperative Agreement.

6.0 PRESENTATION AND COMMITTEE UPDATE ON MARKETING DECISION MAKING TOOL

6.1 Ron Parson discussed the background of the Marketing Decision Making Tool project. The Subcommittee's goals are: 1) to find a pattern of North Lake Tahoe business, 2) breakdown patterns of lodging by travel segment, 3) determine areas of opportunity and 4) develop marketing programs to fill those areas of opportunity. He discussed the importance of reviewing patterns of business in order to develop a successful marketing program. He noted that many businesses did not want to share information, but enough data was received to determine measurable results.

6.2 Andy reviewed the results of the Marketing Decision Tool. He distributed a packet of information that contained the various results and charts created from the data the Subcommittee received. The charts show data in the following areas: North Lake Tahoe TOT collection by quarter, TOT by Quarter and Region, North Lake Tahoe Sales Tax by quarter, Sales Tax by Region and Quarter, NLTRA Visitor Information Numbers, US Food Sales by quarter, US Foods Sales by area, Mission Industries by quarter and sector, Sugar Pine Point State Park visitor numbers and IVGID water and sewage use. The charts and results of data collections show that the most successful season in North Lake Tahoe is the third quarter (Q3 – January through March), followed by the first quarter (Q1 – June through August). Ron Parson noted that this data is from one year FY 2008/09 of collections, and results could vary slightly if we saw these numbers over multiple years. He said he would like to see these data charts overlay the occupancy chart to prove that other indicators follow occupancy, and therefore occupancy is a good measurement to track in order to determine success. Brett Williams feels that Placer County should help collect this information in order to show the success of their investment, especially in the area of vacation rentals and certificates of vacation rentals. He also said that using Placer County to track this information this would help with the accuracy of the data. Alex Mourelatos noted the importance of MTRiP and encouraging lodging members to participate in the report in order to compare North Lake Tahoe to other destinations. Deb Dudley discussed the results of a Dean Runyan report that shows trends in the way consumers are spending. She said the results show that consumers are renting vacation homes more than traditional lodging properties such as hotels and motels. She said the results can be found at visitcalifornia.com/research. Andy Chapman noted that the Dean Runyan report on the economic benefit of tourism in Placer County will be presented on March 19.

6.3 Andy reported that the Marketing Tool Subcommittee will continue working with the data on this project.

7.0 UPDATE ON \$40,000 MARKETING RESERVE FUNDS

7.1 Wendy Hummer reported on the usage of the \$40,000 in marketing reserve funds in order to expand the marketing efforts for the end of February and March in the San Francisco Bay Area. She reported that a decision was made to use

the medium of radio, instead of cable TV. She said that radio allowed us to reach a larger number of adults age 25-54 with a propensity to visit Lake Tahoe. She noted that with cable we would have received approximately 969,000 impressions, where as we will receive 2.4 million impressions via radio. Wendy noted that the second rational with using radio over cable is that the messaging fit better with the medium of radio, as we can update the spots every 48 hours with current happenings or weather in North Lake Tahoe. The radio station Live 105 will also visit North Lake Tahoe with free promotions and packages, including podcast, emails and mobile text messaging. Wendy noted that with cable, a \$33,000 spend would have resulted in \$66,000 value of advertising, but with the radio, a \$37,000 spend resulted in \$85,000 worth of value.

- 7.2 Cathy Davis discussed the creative of the radio ads. Each ad will contain a 50 second core that addresses the current economic situation, notes there is positive financial news that it is possible to take a vacation at a value destination with unprecedented packages and deals. The call to action is to visit the web site, and the ad specifically mentions the Cool Deals page. She said the read is laidback, but more lively than the voiceover in the television spot. The last 10 seconds of the ad is a tag that can change every 48 hours that speaks to current snow conditions and events. The radio ads will be supplemented with internet email blasts. A handout regarding this information was distributed to the Committee. Ron Parson asked that members of the Committee be included on email blasts. Andy said that Whitney Parks would forward the blast information to the Committee via email.

7.0 COMMITTEE MEMBER COMMENTS

- 7.1 No comments.

8.0 ADJOURNMENT

- 8.1 The Marketing Committee meeting adjourned at 1:05 p.m.

Submitted by:

Whitney Parks,
Administrative Assistant



North Lake Tahoe Resort Association
March 24th 2009

BACKGROUND

As outlined in the NLTRA Six-Month Strategic Planning and Budget Development Process, staff has conducted two recent marketing workshops. This process, known as Budget Building Blocks, is designed to give staff, committees and the board planning insight for marketing direction and budget development for FY 2009/10 and beyond. These two workshops are in addition to the other activities conducted that will be considered during this budget process.

PRIOR MEETING DATES

1. Community Marketing Workshop Summary – February 28th, 2008
2. Community Marketing Workshop Presentation – March 25th, 2008
3. Marketing Committee Meeting – May 27th, 2008
4. Advertising Awareness Interim Study – March 2008
5. Consumer Focus Group Summary – May 2008
6. Marketing Committee Meeting on Future Marketing Direction – July 29, 2008
7. NLTRA Board Meeting on Consumer Marketing Annual Plan Outline – August 6, 2008
8. Marketing Committee - January 6, 2009
9. Marketing Committee – January 29, 2009
10. Marketing, Chamber & Lodging Sub Committee Meeting – February 24th, 2009
11. Community Marketing Workshop – March 3rd, 2009

FUTURE PROPOSED MEETINGS

Additional planning meetings as outlined in the Six Month Plan are:

1. Marketing Committee – March 24
Review input, discussion and further direction to Staff regarding development of proposed Marketing Plan and Budget for FY 2009/10.
2. Board of Directors – April 1
Status Report and Board discussion, input and further direction to Staff regarding development of the proposed Marketing Plan and Budget for FY 2009/10.
3. Marketing/Chamber/Lodging Committee Workshop – Late April
Solicit final input and direction from committee members regarding development of the proposed Marketing Plan and Budget for FY 2009/10.
4. Marketing Committee – Late April
Develop recommendation for the Board of Directors regarding the Marketing Plan and Budget for FY 2009/10.
5. Board of Directors – May 6
Discussion and possible action to approve proposed Annual Marketing Plan and Budget for FY 2009/10.

NEXT STEPS

Staff will present the outcomes of the recent budget workshops with the committee and review the areas of consensus. Attached to this staff report are the complete workshop notes. Below are the Emerging Priorities from the two workshops.

2/24/09 Joint Workshop: Marketing Committee/Chamber Advisory/Lodging Subcommittee

Summary

Emerging Priorities:

- **Marketing - Special Events**
 - 8 dots (7 comments)
 - Increase to \$100k
 - Need regional bigger events that draw people to area
 - Wider strike zone
- **General - Staffing**
 - 7 dots (10 comments)
 - Hire someone to help with event coordination and implement bigger events
 - One said more staff for web optimization
- **Marketing - Programs**
 - 7 dots (2 comments)
 - Don't see value in Film Office, increase community grants and evaluate community marketing strategies.
- **Coop – Consumer Marketing - Web – 6 dots (4 comments)**
 - Integrated picture, reevaluate \$'s, increase by \$30k, hotspot, take \$'s from destination, increase optimization, bigger presence
- **Total Marketing**
 - 4 dots (3 comments)
 - Increase as % of total TOT budget
- **Coop - Conference 4 dots (7 comments)**
 - Mixed reviews – most say more (increase from \$189K to \$250k), some say less – need to evaluate

3/3/09 Community Marketing Workshop:

Summary

Emerging Priorities:

- **Special Events**
 - 6 dots (7 comments)
 - Increase money
 - Focus on high profile events, Winter Carnival event, “can't get elsewhere” experiences, big ROI
 - Include Snowfest & Olympic Heritage in marketing strategy
- **Programs**
 - 5 dots (5 comments)
 - Increase money
 - Get NLTRA out of event business. Event partners tie in to NLTRA overall event strategy, shoulder season
 - Integrate with small business and event marketing
 - No large scale Film Office needed
- **Destination**
 - 5 dots (3 comments)
 - Spring skiing shoulder season efforts
 - More overall branding and coordination
 - Expand presence beyond Bay Area to air travelers

NLTRA
Joint Workshop: Marketing Committee/Chamber Advisory
Lodging Subcommittee
1 – 4 pm
2/24/09



Summary

Emerging Priorities:

- **Marketing - Special Events**
 - 8 dots (7 comments)
 - Increase to \$100k
 - Need regional bigger events that draw people to area
 - Wider strake zone
 - (see opportunities discussion at end of notes)
- **General - Staffing**
 - 7 dots (10 comments)
 - Hire someone to help with event coordination and implement bigger events
 - One said more staff for web optimization
- **Marketing - Programs**
 - 7 dots (2 comments)
 - Don't see value in Film, increase community grants and evaluate community marketing strategies.
 -
- **Coop – Consumer Marketing - Web – 6 dots (4 comments)**
 - Integrated picture, reevaluate \$'s, increase by \$30k, hotspot, take \$'s from destination, increase optimization, bigger presence
- **Total Marketing**
 - 4 dots (3 comments)
 - Increase as % of total budget – less from infrastructure
- **Coop - Conference 4 dots (7 comments)**
 - Mixed reviews – most say more (\$250k), some say less –need to evaluate

Detailed Capture

Total Marketing - \$1.8 million

3 comments

4 dots

Area: Re-evaluate division of dollars infrastructure vs. marketing more to _____.



Area: Funding.
Rational: Reduce overhead
Ron P.

Area: Overall budge split
Amount: 54% to transportation and infrastructure. 41% to marketing.
Joy Doyle

NLTRA Marketing - \$267,000

1 comment
0 dots

Amount: Too little funded.
Rational: Too many regions with too little money.
Bret Williams

NTEC Conference Center - \$15,000

1 comment
0 dots

Rational: Stop funding. Not equality for other conference locales and flawed concept with little hope of success without re-development (updated lodging)

Marketing Other - \$18,500

Community Map - \$2,700

0 comments
0 dots

Fabulous Fall Event - \$15,750

1 comment
0 dots

Amount: Should be better managed to be a real festival coordination
Rational: Great opportunity
Dave Wilderotten

Can't read

Marketing Research - \$16,000

1 comment
0 dots

Area: Fully vetted community acceptance of our "strikezone" periods.
Rational: Better ability to target specific periods (which the community buys into)
Dan Tester



Autumn Food & Wine - \$88,700

11 comments

0 dots

Rational: Re-evaluate time of year, cost, focus of event.

Liz

Amount: \$75,000

Rational: Event needs re-evaluation and time of year, location(s), cost to participate, etc. Has lost focus of being a North Tahoe event to bring people here during fall. Need time. Could become a revenue generator (to a small degree)

Amount: \$0

Can't Read

Ron P.

Topic: Autumn Food & Wine should no longer be a function of NLTRA.

Amount: \$5,000 towards promotion of the stand alone event.

Rational: If it can't survive on its own with \$ help from NLTRA, it should go away. We should not be in the business of operating outside businesses! It should be operated like Snowfest, Big blue and Concourse d'Elegance. Also, more transparency of TOT funds.

Dave Wildenatten

Amount: Lower

Rational: Should be integrated into Event Program. Should staffing be outsourced?

Amount: No change

Rational: Great program! Could it be held over a non-peak timeframe?

Les Pedersen

Rational: Change the event date to early of mid-October (more of a shoulder season time frame). Spreading the events around the North Lake Communities as opposed to packing everything at one location – more businesses and organizations benefit from market money spent by NLTRA

Heather Leonard

Make later in fall or even end of Sept. or first weekend in Oct.

Rational: Area so busy early already

Jan Colyer

Amount: Over funded, so \$60,000

Rational: Moving to Sept vs Oct should help but very big slice of the pie

Bret Wieans

Rational: Push the strike zone! This event should be weeks after Labor Day, which is already a busy, competing time. Autumn Food & Wine, not Summer Food & Wine.
Molly



Big Blue Event - \$5,000

0 comments
0 dots

Learn to Ski & Ride Event - \$5,000

1 comment
0 dots

Amount: \$10,000

Rational: Taking some of the money from Autumn Food & Wine. This represents the future of our sport and therefore impacts the attractive longevity of our region. Start them skiing, they'll come back.

John Monson

Sales Calls - \$2,000

0 comments
0 dots

Promo Items - \$2,800

0 comments
0 dots

* Re-address %'s

- Infrastructure
- Marketing
- Chamber

*Assess Wedding/Honeymoon

- Membership
- Effectiveness
- List of People

Programs - \$114,400

2 comments
7 dots

Can't read
Ron P.

Community Marketing = \$50,000

3 comments

0 dots



Rational: Can't Read

Ron P.

Amount: Delete in current form

Rational: Fragmented effort. Little impact

Amount: Higher. \$50-\$100,000

Rational: Need to support marketing efforts of BA

Alex Mourelatos

Community Event Grants - \$10,000

5 comments

0 dots

Amount: From \$10-\$50,000 incorporating special event grants

Rational: Put it where people want it. Promote and incubate

Dave Wildenotter

Amount: \$50,000

Rational: Need to truly support new events/activities and help improve on events that are here already. Just need assistance to build a foundation. Quality activities are more critical than ever to bring repeat traffic to area.

Amount: Delete

Rational: Too little dollars to make any impact.

Amount: Increase to \$50,000

Rational: There are many events that would benefit from marketing assistance. The Business Case and evaluation process with the requirement to come back and present ROI will help ensure better quality and more events to attract visitors. Budget to help provide additional/program services would also be required.

Alex Mourelatos

Amount: \$25,000

Rational: Let's give the community some more credit. They can generate some great ideas and we could/should support them to a higher level. Maybe steering allocations to shoulder season.

John Monson

Placer/LT Film - \$54,000

7 comments

0 dots

Amount: \$35,000

Rational: Hasn't seemed to give ROI to other programs



Amount: \$40,000

Rational: Important to be sure, but \$54K seems steep. If a shoot is looking for a high alpine lake, they may very well already be thinking of Tahoe.

John Monson

Amount: Evaluate benefit – is our share of cost correct?

Rational: Delete funding. Greatly reduce. Little ROI.

Amount: Higher Community events grants. Lower Placer lake Tahoe film

Rational: We don't see much from the film sector and I know we (as Squaw Valley Business Assoc.), could benefit greater from grants.

C. Beck

Rational: Every request for potential film shoot comes directly to us. Not sure what the role is or why we need it?

J. Gescheider

Amount: Lower. \$5-\$15,000

Rational: I recommend considering reducing this and increasing community event grants.

Joy Doyle

Special Events - \$15,500

7 comments

8 dots

Amount: Higher, \$100,000

Rational: Staffing, not volunteers. Dedicate sporting money makers.

Area: Staffing special events

Amount: Re-organize to remove Autumn Food & Wine and replace with "in-house" web meister and special events advocate. Also, more transparency.

Rational: Money is better spent

Dave Weildenotter

Area: Regional events. Have a staff function to bring in and facilitate regional events.

Ron P.

Area: Snowfest/Lake Tahoe Music Festival, etc.

Amount: \$30-\$50,000

Rational: Find a way to fund large established events that bring quality PR opportunities and large amounts of people to various areas of NLT.

Amount: More money. \$30,000. Need events to widen the strike zone of the high season.



Amount: + \$100,000 our of infrastructure

Rational: To attract more events and support current events.

Deb Dudley

Need to take a serious look at how we address events in general. Evaluate Autumn Food & Wine against expenditure. \$88,000 + \$10,000 grants if all combined what would we could we do to make more of marketing with event, PR and event support, plus _____ of event. What should our standards be?

Co-Op Marketing - \$872,000

1 comment

0 dots

Topic/Area: Need to decipher

Rational: Need to decipher

Ron P.

PR - \$89,000

2 comments

0 dots

Area: Excellent investment. Expand effort

Area: Add responsibilities to provide support to events

Amount: Possible increase or modify priorities

Rational: Part of an Event Program strategy

Alex Mourlatos

Leisure Sales - \$111,000

0 comments

0 dots

Conference Sales - \$189,000

7 comments

4 dots

Amount: \$175,000

Rational: Way to find finding for other needs – research today tells that this segment is not spending as much today

Area: Co-op marketing conference sales



Amount: \$200-\$250,000

Rational: Additional funding for conference business to support shoulder season business and auxiliary conference business spending.

Gary Holont

Amount: \$250,000

Rational: Increased number of guest rooms in 2009/10 with the new Ritz will provide the opportunity to grow TOT and the County's contribution to regional marketing.

Les Pedersen

Rational: Increase staffing to _____

Ron P.

Amount: Add additional resources to focus on group sales within the region.

Rational: Need to shift to compete more aggressively pursue leads in this increasingly competitive space.

Alex Mourelatos

Area: Conference of leisure sales

Amount: Increase by \$10,000 contribution/segment allocated specifically for pursuing, attracting and booking participatory sporting events.

Rational: On-target with outdoor/active enthusiasts, this is a \$54 billion industry that generates \$300,000 per event. If we can secure the infrastructure with Parks & Rec, we should go get the business.

John Monson

Misc. Co-Op Programs - \$298,000

Sierra Ski Marketing Council - \$93,000

6 comments

1 dot

Rational: Generally in favor as it leverages our funds. Hard to give ROI.

J. Maurer

Amount: Same

Rational: Working

Dave Weidenetter

Amount: TBD

Rational: Allocate a chunk of this to align with Parks & Rec. to go get participatory sporting events.

John Mouson

Topic: Sierra Ski – Would like to have an evaluation of how their money is spent to see if different ways to promote area. Maybe more dollars should go there. Would like to review program.



Topic: Sierra Ski
Amount: Same
Rational: Leverage is a huge benefit

CA Snow Campaign - \$28,000

1 comment
1 dot

Amount: \$38,000 + \$10,000 to align with the state
Rational: The CTTC has secured funding from the state at an impressive level. As Tahoe is California's main winter playground, it seems we should co-op more with them.
John Monson

NLT Weddings & Honeymoons - \$90,000

6 comments
0 dots

Amount: Increase investment. No real advertising in our community. Need to promote weddings more. \$25,000 per year.

Rational: ROI should show exact number of weddings booked through Association, based on solid fact and not on marriage license purchase

Amount: Maintain dollars. Ask for better/clearer ROI.
Rational: Leveraged and consolidated effort that makes our destination easy to book for wedding customers.
J. Maurer

I loved the verbal from Kay about incorporating Weddings & Honeymoons Association content into the NLTRA's website, rather than sending people to outside links. I also think that "Double Pay" into the Association is ridiculous. We didn't gain any business from the Association when we did pay the \$400, which was a huge amount for PJ.
Molly

Amount: Should follow the same campaign. The N Campaign. Shouldn't be a separate campaign.
Rational: North Lake Tahoe = Leisure, Conference, Weddings, Events. Why you come to North Lake Tahoe – one message one brand.

Amount: \$100,000

Rational: Relatively resistant market to economic downturn.
Exposes Tahoe to more destination travelers via wedding visitors.

Gary Holint



Regional Marketing Co-op - \$50,000

3 comments

3 dots

Amount: \$60,000

Rational: Now we can make a bigger long-term impact when market is slow

Bret Wiccians

Amount: Same

Rational: Dollars are leveraged and important to maintain/grow air service

J. Maurer

Amount: Same

Rational: Supporting R/T International Airport directly supports destination tourism.

Butts in seats = visitors.

J. Geschidern

Consumer Marketing - \$846,000

0 comments

0 dots

Drive - \$259,000

2 comments

0 dots

* Look at combined \$ of drive market. Just outside strike zone = NLTRA

Amount: Higher

Rational: For the near term (1-2 years) should increase focus on drive market

Alex Mourelatos

Area: Greater emphasis on a retail message in NorCal

Amount: Higher

Rational: Sales message capitalizing on the Grand we are building (like we are currently doing with radio and internet)

Dan Tester

Web Production - \$70,600

4 comments

6 dots

* More specific. Integrated whole picture of web, wedding, conference events.

Amount: Re-evaluate. These are big dollars for maintaining a website, especially w/content management tool.



Amount: \$30,000 higher

Rational: This is the hot spot. S/B ready for updates and new things
Jan Colyer

Area: Co-op Marketing Consumer Spending, web.

Amount: Increase web percentage. Take from destination (23%).

Rational: With this economy, if your website is optimized properly, it can help to cover the destination market. Website is the most important marketing tool.

C. Beck

Area: Co-op Marketing Consumer Spending, web.

Amount: 10%

Rational: Invest in better/bigger web presence using web analytics, SEO, usability testing, etc.

Gary Holint

Direct Response - \$90,000

1 comment

0 dots

Amount: \$100,000

Rational: Today's needs!

Production/Promo Planning - \$133,000

0 comments

0 dots

Internet (drive destination) - \$102,000

* Web optimization on Internet

1 comment

1 dot

Amount: Higher

Rational: Take advantage of new methods and leverage consumer increasing use of web to generate awareness and act via web.

Alex Mourelatos

Destination - \$192,000

4 comments

2 dots

Area: Co-op Marketing Consumer Spending Destination

Amount: Even split with Drive market

Rational: Need to gain destination market share from International travel and longer stay destination travel. Need to compete with Whistler, UT, CO, as a major destination.
Gary Holint



Area: Loss Broad Destination
Rational: Cant' read
Ron P.

Amount: \$250,000
Rational: Increased spending in long haul markets will grown lodging, dining and retail revenues and make us more competitive with other mountain destinations like Vail, Aspen, etc.
Les Pedersen

Area: Co-Op Marketing Consumer Spend
Amount: Less in destination, more in Internet and web
Rational: With all the economic issues we will be facing the coming year, I think people will be driving to their vacations, staying only 2 nights.
C. Beck

Reserves – Tactical Marketing

3 comments
2 dots

Area: Consumer Marketing Contingency
Amount: \$25,000
Rational: Keep funds available for situations that require reaction (i.e., Dew Tour, 9-11, gas prices)

Area: Reserve/Tactical Fund
Amount: Lower. Contracted reserve to 10% of budget. Create a new line item as a tactical fund that will e spend in year to react to opportunities and challenges.
Alex Mouralatos

Area: Tactical Marketing
Amount: 5% allocated from the current 15% budget reserve.
Rational: Adapt to conditions quicker
Bret Williams

Staffing Recs.

7 dots
10 comments

Amount: Pricing web "in-house"
Rational: Cheaper, better, quicker
Dave Weiderotter



Rational: Full time event coordinator that helps foster all events.
Deb Dudley

Staff member or staff time directed towards bringing events and activities that people have to participate in. (sporting events, x games, marathons, bike races)

Amount: Higher

Rational: NLT is missing out on these event opportunities because it isn't being made a priority. Event organizers are choosing similar locations/competitors like Vail, Park City.
Heather Leonard

Consider adding a staff position that oversees event/marketing program management, assisting individual event producers and collectively and cohesively marketing events.
Joy Doyle

Rational: Full time web master to implement updates and social networking
Deb Dudley

Staffing program manager to work collaboratively with public agencies and private partners to attract "must attend" events. Athletic, cultural, whatever.

Amount: What ever it takes within reason

Rational: Ability to generate visitation and economic impact across "strike zones" all year.

Dan Tester

Area: Resources for Customer Experience Program (Event program management).

Rational: Consider investment in customer experience to develop shoulder season business. Consider changes in staffing and 3rd party relationships to support a shift to incubating events. This would be a program that provided a set of services to event planners. Frontline training, marketing grants, infrastructure capital, rigor in ensuring quality/business costs, provide outreach and promotional assistance, ensure cohesive messaging.

Area: Website – Improve navigation. Less clicks to reserve or click through to lodging, add links to Chamber, BA's, improve.

Amount: Re-design current support. Possibly increase budget or apply current budget differently.

Rational: Website is the critical conversion tool. Clearly most visitors research and book through the web.

Alex Mourelatos

Additional Opportunities Identified

1 comment

0 dots



1) Contact major sports events.

- People fly from all over for greater LOS

Off season

- Mountain biking
- Golf

2) Jan-March

- Winter could be shoulder for major events
- More popular to begin with

Amount: \$200,000

Rational: Need to solicit sport organizations to have their events in Tahoe. Let them promote Tahoe and run their own events. Leverage their efforts.

Nick Puler

3) Definition of Shoulder Season

- By resort/town
- Sun-Thurs. winter
- Sun-Thurs. + weekend fall

4) Arts – Strategic direction

- Culture assets
 - Olympic heritage
 - @ 1st investment in assets
 - → \$ as destination

Area: Culture & Heritage

Rational: Tahoe visitors will be informed and can navigate their way around NLT from a cultural perspective. Idea: Create a "cultural passport". \$30 gets a visitor admission to all locations.

Heather Leonard

5) Conference – place on cusp of high season (mid June-early Sept.) Last 2 weeks of August.

- Continue to push
- Tie to major events and culture
- They have to come
- Weddings/family reunions

6) Reno – WAC Championships. Get them to stay in Tahoe

- Poetic. Supporting event \$5.4 B.

- NASC – National Association of sports commission
- Do More
 - Map – go to business, replace their maps, distribution.
 - Coordinate map – inform with individual maps. Need to list
 - Biz in my area



North Shore, TCDA, TDA

NLTRA Community Input Meeting Notes 3/3/09



I. Summary

Emerging Priorities:

- **Special Events**
 - 6 dots (7 comments)
 - Increase money
 - Focus on high profile events, Winter Carnival event, "can't get elsewhere" experiences, big ROI
 - Include Snowfest & Olympic Heritage in marketing strategy
- **Programs**
 - 5 dots (5 comments)
 - Increase money
 - Get NLTRA out of event business. Event partners tie in to NLTRA overall event strategy, shoulder season
 - Integrate with small business and event marketing
 - No large scale film office needed
- **Destination**
 - 5 dots (3 comments)
 - Spring skiing shoulder season efforts
 - More overall branding and coordination
 - Expand presence beyond Bay Area to air travelers

II. General Comments

Total Marketing - \$1.8 million

3 comments

2 dots

Topic: Transparency of marketing and when, what, where. Please inform lodges by email and evaluate their feedback.

Amount: Higher

Rationale: I do not see that a fair share of small lodges around the lake are being represented by marketing efforts.

Alvina Patterson

Topic: Infrastructure

Amount: Higher

Rationale: Need buildings to support arts/culture and for businesses/companies.

Katie Mize, Lake Tahoe Music Festival



Topic: General Budget

Rationale: To the extent possible, ROI data should be analyzed for each line item – to be considered with other factors.

Jennifer M.

NLTRA Marketing - \$267,000

0 comments

Marketing Research - \$16,000

0 comments

0 dots

NTEC Conference Center - \$15,000

2 comments

0 dots

Amount: Maintain

Rationale: Keep \$15,000 commitment with ROI review.

Amount: Promote new events in facility.-Eric

Marketing Other - \$18,500

Community Map - \$2,700

2 comments

0 dots

Amount: Higher

Rationale: Needs better distribution. How about incorporating a calendar of events for next year and distribute at airport. Younger Agency sells pockets for distribution.

Britt Crezee

Topic: In market piece – map and community calendar

Rationale: Single location for print in market piece that drives return visits.

C. Horrath

Fabulous Fall Event - \$15,750

2 comments

0 dots

Amount: More money

Rationale: Link to other events to bump small business.

Amount: Higher with focus on community events and business association events.

Rationale: This is a great event with various partners that need more support.

Justin Broglio



Autumn Food & Wine - \$88,700

12 comments

2 dots

Comments on SnowFest & Autumn Food and Wine: These two events could be strong PR/marketing activities (events) for shoulder or beginning of season. Marc/October. Both events could be given \$25,000 on a regular basis for sponsorship/support. Need to be chamber events or other organization.

Topic: NLTRA not produce. Sell it.

Amount: Take money and spread around. Make more appropriate to Tahoe.

Eric

Amount: Increase

Rationale: Need solid shoulder season event, needs to be high end event, needs to attract regional visitors and not only locals.

Deanna

Amount: Spread staff to other events.

Rationale: incubate other events

Jennifer M.

Amount; Money only for marketing efforts.

Rationale: NLTREA should not be in the event/production business. Outsource to independent, responsible for ROI and program. Should be under Chamber!

Alex Mourelatos

Amount: Decrease dramatically (\$5-\$7,000)

Rationale: Make this event stand alone and prove it can pay for itself and staff (part time staff). This should not be an NLTRA event or of NLTRA management.

Justin Broglio

Amount: Decrease. Questionable. This should be a money maker, not break even.

Rationale: How many attendees are visitors vs. locals.

Brit Crezee

Amount: \$80,000. Send to heritage tourism. Divert money to OHC/Heritage in '09/10.

Rationale: Long term investment value – 50 years.

Regional value across board.

Eric

Amount: \$25,000

Rationale: Should not be an NLTRA event. Time of event (month) needs to be re-evaluated. Should be more of a regional event.



Topic: Outsource to a promoter

Amount: Less money on individual event but more money overall to include an overall shoulder season event campaign., i.e., Fabulous Fall Festival. Include current events being offered at Lake and resorts and possibly bring in other high exposure event. Start date, Labor Day thru Oct. Include hotels, 3 nights for price of 2. Expand and coordinate what we currently have.

Carol Hester

Amount: Include staff costs in analysis

Rationale: True value assessment

Jennifer M.

Amount: Amount of LNTRA supported: Can it be made a more regionally balanced event? \$10,000 grants to "towns", \$90,000 NLTRA to regional, rotating?

C. Horrath

Big Blue Event - \$5,000

0 comments

0 dots

Learn to Ski & Ride Event - \$5,000

0 comments

0 dots

Sales Calls - \$2,000

0 comments

0 dots

Promo Items - \$2,800

0 comments

0 dots

Programs - \$114,400

See below comments

5 dots

Community Marketing = \$50,000

1 comment

1 dot

Amount: Increase

Rationale: But restructure allocation and integrate with small business and event marketing.

Community Event Grants - \$10,000



3 comments
1 dot

Amount: Dramatically increase. \$25-\$50,000.

Rationale: Truly need to get the NLTRA out of the event business and let the community and professionals come to the chamber for grant funds to produce more events that can have a greater impact than the one or two heavily funded NLTRA events (Autumn Food and Wine).

Justin Broglio

Amount: Increase

Rationale: Provides seed money for events to partner who can help implement events. Tie in with NLTRA overall event strategy, i.e. shoulder season, etc.

Placer/LT Film - \$54,000

1 comment
0 dots

Amount: Decrease (\$20-\$25,000)

Rationale: Pay for part time staff to assist with filmers and shoots interested in the region. No need for large scale film office in our region with full time staffers.

Justin Broglio

Special Events - \$15,500

7 comments
6 dots

Amount: More. Focus on learn to ski and ride.

Rationale: Make this program prove its worth via ROI. What's the return for this event(s) investments to the NLTRA and north shore.

Justin Broglio

Amount: More. Expand potential high profile events, which bring in large national exposure.

Rationale: Little investment cost. Big return on exposure and attendance.

Carol Hester

Amount: More

Rationale: Need events to promote visitation, even during ski season (non-holidays)

Deanna

Rationale: Include Snowfest and Olympic Heritage celebration in NLTRA overall marketing strategy.

Carol Hester

Amount: More



Rationale: These are gems. "Special" as in can't get these experiences anywhere else. Perfect example: Snowfest. You can also target specific groups: WAC.
Katie Mize, Lake Tahoe Music Festival

Topic: Snowfest

Amount: Add \$25,000

Rationale: Winter Carnival event that brings people to area in March (need time for PR). Should be treated as a marketing opportunity same as Autumn Food and Wine.

Topic: Special Event. Establish "known for" events for each season – athletic, art, food. Longer than weekend. Extend stay over time.

Amount: Higher

Rationale: People will travel and spend money on areas of interest. Determine presenters that bring event to communities. Examples: WAC, Dew Tour, Tour of California.

Deb Sajdak

Co-Op Marketing - \$872,000

0 comments

0 dots

PR - \$89,000

0 comments

0 dots

Sierra Ski Marketing Council - \$93,000

0 comments

0 dots

Leisure Sales - \$111,000

1 comment

0 dots

Amount: Reduce?

Rationale: Why target AVS market now that travel distances are reduced? Reallocate to Drive

Conference Sales - \$189,000

1 comment

0 dots

Amount: Consider additional money focused on off-peak.
Jennifer M.

Misc. Co-Op Programs - \$298,000



1 comments
0 dots

Topic: Lodging
Amount: \$10-\$20,000
Rationale: Develop more co-op advertising programs that would allow multiple small lodges to co-op and promote their town.

CA Snow Campaign - \$28,000

0 comments
0 dots

NLT Weddings & Honeymoons - \$90,000

3 comments
1 dots

Amount: \$90,000
Rationale: But require more consistency with NLTRA Co-op
Jennifer M.

Rationale: Build continuity, combine, integrate.
Eric

Amount: Less
Rationale: Integrate wedding website into NLTRA website. Do not charge NLTRA members to join Association. Add weddings as part of our message. This should be a high priority this year and next as it is recession proof.
Alex Mourelatos

Regional Marketing Co-op - \$50,000

0 comments
0 dots

Consumer Marketing - \$846,000

Drive - \$259,000

0 comments
0 dots

Destination - \$192,000

3 comments
5 dots

Topic: Spring skiing shoulder season effort
Amount: \$50,000



Rationale: Unique selling proposition for destination. Value to all segments in low season.

Eric

Amount: More

Rationale: Focus on top two or three feeder markets that have air access. Need to expand presence beyond bay area.

Deanna

Topic: Marketing destination and street markets

Amount: More coordination and overall branding of region and neighborhoods.

Rationale: NLTRA Logo on NLGRA pieces, business associate pieces, etc. Do same with websites. Same overall branding and consistency.

Carol Hester

Web Production - \$70,600

4 comments

1 dot

Topic: GoTahoeNorth.com and North Lake Tahoe Chamber.com

Amount: Maintain and optimize. Make sure dollars are used effectively.

Rationale: Links and content share and event listings with business associations and communities. Improve navigation to central resources like events/lodging. Strong, transparent statistics and analytics on visitor clicks and time spent on the site.

Justin Broglio

Topic: Website

Amount: ?

Rationale: Needs better focus on updating, keeping current, etc. Should really be main site to direct people to. Needs help/attention to be that.

Topic: Website

Amount: Improve!!! Pictures great. More money spent on content.

Topic: Website

Amount: Increase investment of skilled resources.

Rationale: Improve website, make modifications to react to opportunities, integrate with other sites and support promotional activities. Optimize.

Alex Mourelatos



Direct Response - \$90,000

0 comments

0 dots

Production/Promo Planning - \$133,000

0 comments

0 dots

Internet (drive destination) - \$102,000

1 comment

0 dots

Amount: Higher

Rationale: Direct media by mail is expensive and few read the information. Becomes dated quickly.

Deb Sajdak

Opportunities

1 comment

0 dots

Topic: Arts/Culture

Amount: Increase

Rationale: Need to develop non-sporting activities

Katie Mize, Lake Tahoe Music Festival

- Small lodging on marketing committee (Lake is missing)
 - Seats: 6-8
 - Vacation rental
 - SVB lodgin
 - Marketing committee
 - Response
- Snowplay
- What is being done to integrate marketing members (small business lodging) and increase participation
 - Co-op programs, newsletters with ads, packages, cool deals
 - Email Petit!!
 - California tourism
 - General PR
- Adventure riders

Staff/Committee

1 comment

1 dot

Topic: Lodging owners are missing on marketing committee.

Rationale: You need people spending their own money. Not only executives spending other people's money.
Alvina Patterson



**Community Workshop
March 3, 2009**



Meeting Evaluations:

What was most valuable from this workshop?

- Good overview of all of the NLTRA programs
- Great breakdown of budget revenue and expenses
- Hearing input from various perspectives
- Opportunity to discuss and identify areas of effort and focus
- To get educated on current decisions and have an opportunity for a voice
- Communication on changing strategy

What was least valuable?

- Dots – already obvious
- All needed information
- Continued approval that Smith and Jones is doing a good job for the amount invested

Comments about the meeting process and facilitation:

- Need cookies
- Went well. Lauren respectfully handled comments
- The budget/comment process was a little vague and didn't allow us to comment on everything
- Confusing mix of "budget" emphasis verses strategy. Comment process unclear and incomplete.
- Fantastic. Vested, Could tell Streamline is committed to their clients
- Great Job. Nice planning.

Do you have a better understanding of the NLTRA marketing process and strategic directions?

- Yes
- +/-
- Yes
- Yes!
- Yes
- Yes

Other comments:

- Need more attendees



- These meetings are good and effective. Focus more on the information you have gleaned and used
- Continue outreach in some areas on a more regular basis. Online surveys?
- Glad to know Keaven is part of your staff. She is a great writer to tap into.
- Make all this available to the website



North Lake Tahoe Resort Association
March 24, 2009

BACKGROUND

Staff will review the planning process for the spring/early summer FY 2008/09 budget. Staff and agencies will review recent travel trend analysis as well as a current web tracking report. This draft planning outline will be reviewed and staff will solicit committee input and direction.

Highlights of Industry Reports and Travel Trends for 2009

Sources:

TripAdvisor
AAA
US News and World Report
Mountain News
Travel Industry Indicators Report
SMG Tourism Outlook Report

Trend Highlights:

Fuel cost is an important factor in deciding upon travel plans. Many say they will take more car trips this year because of the decline in gas prices.

Travelers are seeking discounts, extras and upgrades more than ever.

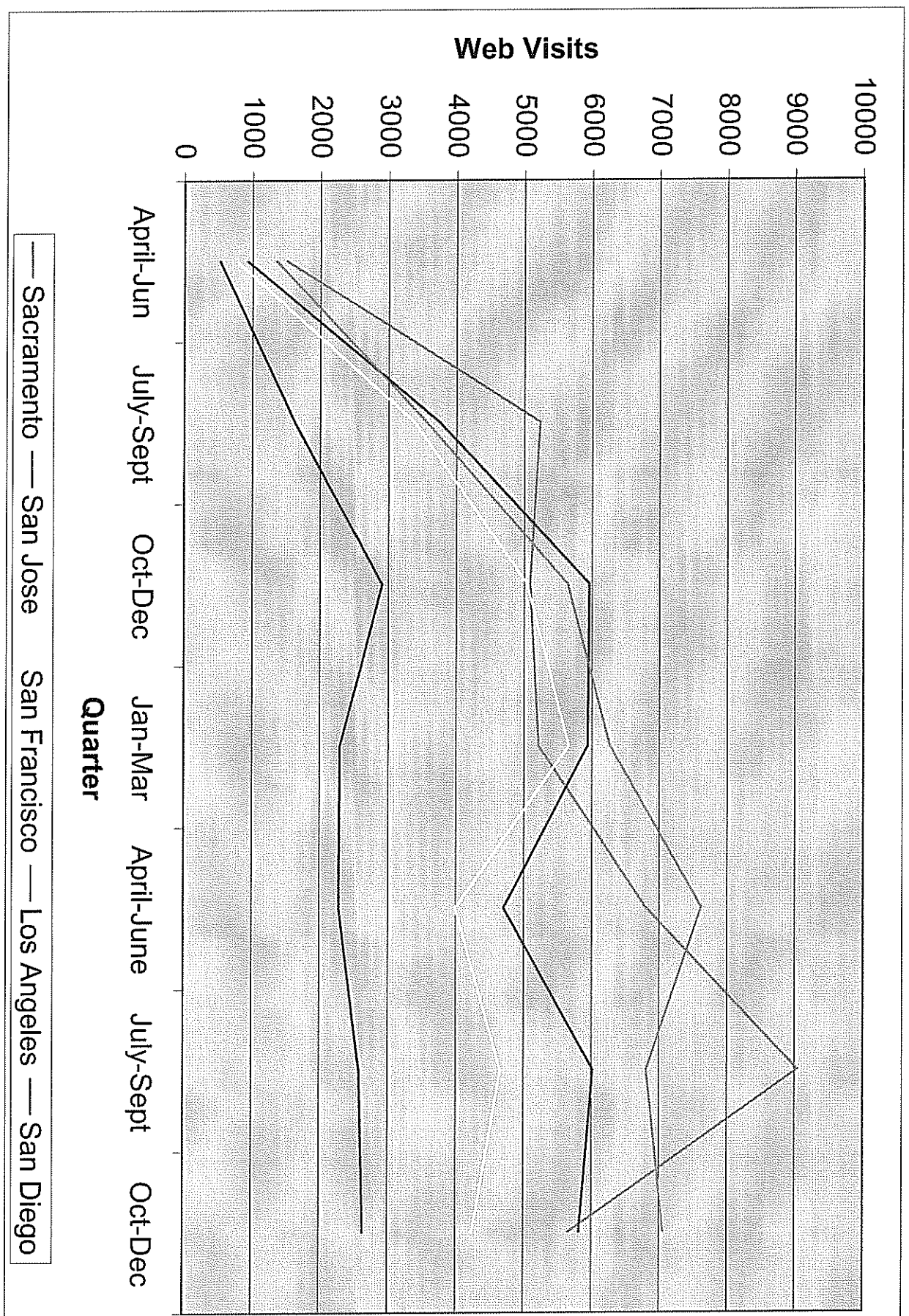
Consumers are booking their trips later than in past years to take advantage of last-minute deals.

Consumers are looking for tried and true travel, going to a place that they know which increases the odds of having a good time.

Closer to home travel or the “nearcation” is desirable as the cost to travel is generally lower.

smith @ jones

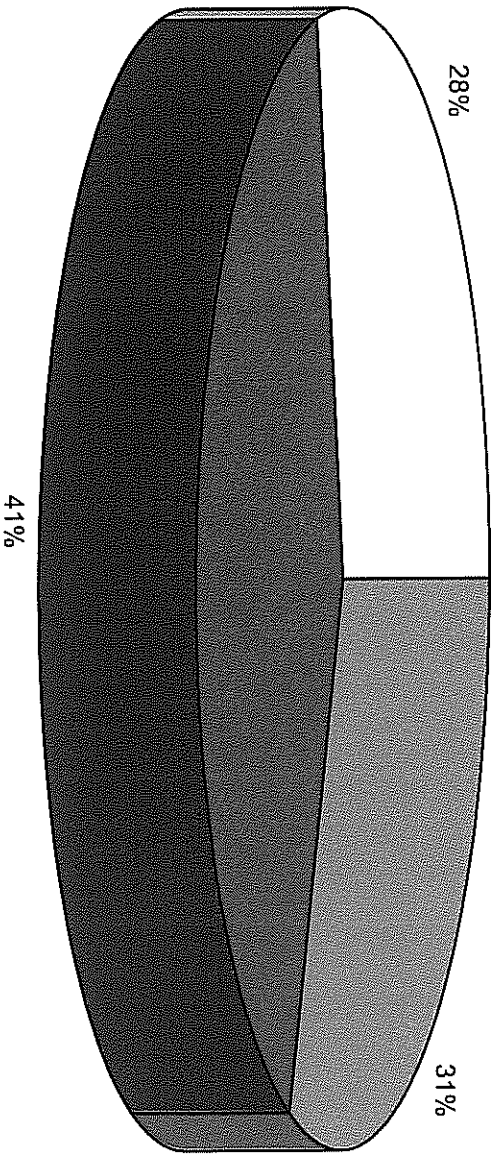




**North Lake Tahoe
Publication
Lead Report**

2007-2008	5.25.08		
	Year to Date	Cost to Date	Cost per Lead
I. Publication Leads			
Total Leads	5557	\$93,138	\$16.76
CA Visitor's Guide	1813	\$22,957	\$12.66
Travel & Leisure	537	\$12,245	\$22.80
Sunset	728	\$11,129	\$15.29
National Geo Nov/Dec	467	\$8,231	\$17.63
Conde Nast Sept	446	\$5,000	\$11.21
Conde Nast June	571		
Outside	103	\$17,571	\$170.59
Westways	588	\$7,150	\$12.16
Via	64	\$5,688	\$88.88
Weather Coop	240	\$3,167	\$13.20

Lodging Click-thrus Breakdown



- Large Lodging
- Small Lodging
- Vacation Rentals

North Lake Tahoe Marketing Cooperative

2009 Summer Advertising Plan Outline

Strategies

- The annual media plan is broken out with a focus on two seasons: Summer (April-September) and Winter (October-March)
- In the summer, concentrate more heavily on the drive market. There is not a great deal of advertising by North Lake Tahoe direct advertisers. The NLT VCB needs to support this market and drive summer visitation. There are more options available for summer travel destinations and interests so North Lake needs to keep awareness in its primary feeder market.
- Due to current market conditions, we recommend increasing our spend in the Bay Area and then allocating the balance of the summer budget in the LA area market. We think it is important to maintain a presence in the LA market. We will forgo our spend in US regional publications to accomplish this effectively.
- We will continue with the image oriented and emotional N campaign creative. However, copy will be more action oriented, promoting events, activities and deals as appropriate in the drive market where they are more familiar with North Lake Tahoe. The media selected will support this type of messaging. In LA the image and destination awareness message will be more prevalent and the media mix will support this type of messaging.
- As ski is in the winter, golf is an important activity to promote in the summer. We will try to include specific media targeted to golfers in California.
- Develop advertising campaigns which allow members to participate with advertising dollars when there is an interest.

Geographic Markets

- Bay Area/Drive Market
- LA Market

Target Market

- Escapists
- Adults Age 30-54
- Mostly Married Dual Income
- May/May Not Have Children
- HHI \$100,000+
- Interests: hiking, shopping/dining, golf, mountain biking, resort activities.

Media Budget

2009

April-June: \$92,587

July-Sept (based on 2008 actual): \$134,448

Total: \$227,035

Proposed: 70% Drive/30% Destination

2008 (Actuals)

April-June: \$166,945

July-Sept: \$134,448

Total: \$301,393

60% Drive/40% Destination

Media Mix

Drive Market

1. Outdoor
2. TV (Cable & Broadcast) or Radio
3. Magazines/Pubs
4. Internet
5. Direct Response: Internal Database
 - Email
 - Direct Mail

LA Market

1. Outdoor
2. Internet
3. Direct Response: Internal Database
 - Email
 - Direct Mail



North Lake Tahoe Resort Association
October 28, 2008

BACKGROUND

NLTRA staff, along with our agencies, has been reviewing the board approved Performance Measurement document. This document has been used as the mechanisms in determining the results of our marketing efforts. As this document has been used for the last two years, staff and agencies believe it is time to revisit the document to determine any potential additions or deletions to the measurements used.

SITUATION

Staff and agencies reviewed the recommended changes with the marketing committee at its October 28th meeting and received input and direction from committee members. Attached to this staff report are the minutes (Section 8.0) from the above referenced meeting.

RECOMMENDATION

Discussion and possible action to recommend for NLTRA board approval the revised Performance Measurement/ROI Tracking Document.

Performance Measurement Document

Leisure Advertising

Oct. - March 08/09

Advertising/Promotions/Media

Leisure Coop Budget Amount

Direct Paid Media Dollars

Added Value Media

Coop Programs Investment (NLT Coop)

Gross Media Impressions

Response/Inquires

Total paid clicks

Average cost per click

Average click thru rate

Total Leads

Number of brochure / planner requests

Total email database

Database email open rate

Database email click thru rate

Total direct mail database

Ad recall/awareness

Cost per aware visitor

Total publication leads

Database email open rate

Database email click thru rate

GTN Online Activity

Total Unique Visitors

Cost per Visitor

Percent of Direct/Bookmarked Visitors

Time Spent on Consumer Website

Number of Repeat Visitors

Number of Cool Deals Posted

Cool Deals Pageviews

Number of Lodging Referrals

Lodging Referrals % of Total

Number of Events Posted

Search Engine Referrals

Organic Search Engine Results

Avg. Amount of #1 Positions

Avg. Amount of 1st Page Positions

Avg. Amount of 2nd Page Positions

GTN Geographic Breakdown

Top five cities and percent of total visitors

Oct. - March 08/09

- Total California visits
- Visits by top CA cities (attached graph)
- Northern CA visitors
- Northern CA percent of total visitors
- Southern CA visitors
- Southern CA percent of total visitors
- Outside CA visitors
- Percent of total visitors

Media/Public Relations

Total Public Relations Spend

Media Trade Shows

- Number of trade shows attended
- Number of appointments
- Number of qualified media in attendance

Media Missions

- Number of media missions
- Number of coop partners
- Number of media contacts

Media Familiarization Tours (FAMs)

- Number of FAMs
- Number of qualified media participating
- Number of publications represented

Press Releases

- Number of press releases issued
- Number of press releases downloaded from website

Number of Media Inquiries

Number of Media Interviews

Placements

- Total number of placements
- Regional vs. National
- Domestic vs. International
- Percent of LA
- Percent of Northern CA

Number of Impressions

Advertising Equivalency

% of Positive Media Placement

% of Media Coverage Reaching Target Audience

% of Media Coverage Including Website Address

Oct. - March 08/09

--

Bookings

Oct. - March 08/09

Online Ticket Sales

- Tickets sold online
- Ticket revenue
- Ticket commission

Event Marketing

- Total Number of events supported
- Total Attendance by Event Supported

Events Supported

- 50th Anniv. Winter Olympic Heritage Cele.
- Lake Tahoe Music Festival
- Lake Tahoe Marathon
- Big Blue Adventure Race
- Learn to Ski & Board
- Snowfest
- Tahoe City Downtown Assoc. Wine Walk
- Fabulous Fall Celebration
- PaddlePalooza

Autumn Food and Wine

- Total Event Spend
- Total Ticket Sales
- Total Revenues
- Total Attendance
 - Local %
 - Northern CA %
 - Destination %
- Total Vendor Participation
- Total Web Visits
- Total Web Impressions
- Total Web Click Thrus
- Public Relations Advertising Equivalency

Conference/Group Sales

Oct. - March 08/09

Conference Coop Budget Amount

- Direct Paid Media Dollars
- Added Value Media Dollars
- Coop Programs Investment (NLT Coop)
- Partner Leveraged Dollars

Leads

- Number of leads
- Lead room nights
- Web page visits

Booked Business

- Number of bookings
- Booked room nights
- Booked attendance
- Booked Room Revenue

Lost Business

- Number of lost opportunities
- Lost room nights
- Lost attendance

Oct. - March 08/09

Arrived Business

- Number of bookings
- Number of booked room nights
- Number of booked attendees
- Booked attendees spending

Personnel productivity metrics

- Number of leads-sales person A
- Number of bookings-sales person A
- Number of booked room nights- sales person A

Travel Trade/Sales

Total Travel Trade Spend

Oct. - March 08/09

--

Leisure Trade Shows

- Number of trade shows attended
- Number of Coop shows

Number of Sales Missions (call center trainings)

- Domestic
- International

Leisure Familiarization Tours (FAMs)

Number of Site Inspections

Wholesale Product Placements

- Domestic Brochure Placement
- International Brochure Placement
- Number of NLTRA Pages with Domestic Suppliers
- Number of NLTRA Pages with Internatinal Suppliers
- Number of Properties Featured on Domestic Websites
- Number of Properties Featured on International Websites

8.0 REVIEW, DISCUSSION AND POSSIBLE ACTION OF PROPOSED REVISION TO THE NLTRA APPROVED PERFORMANCE MEASUREMENT REPORTING DOCUMENT

- 8.1 Ron Parson stated that this document should have two sections – input and results (output), e.g. this amount was put in, and this amount was received from the input. Andy Chapman noted that there are different ways to track input depending on the type of marketing (e.g., it is easier to track conference sales than leisure sales). Ron said there are two questions: 1. What did we do? And 2. How did we measure what we did? Christine Horvath wondered if this data would make more sense organizationally to compare season over season. Andy said this report is laid out the way the information must be reported to the County. Andy noted that the previous document was not necessarily hitting on some of the most important marketing information. Andy asked Wendy and Cathy to report on some of the media elements of the reporting document. Wendy suggested removing reach and frequency. She said the number was not valid since there is such a wide target market. Gross impressions were still included as a measurement. Wendy reported on web response/inquiries; she noted that these are the numbers that we receive back – total paid clicks, average cost per click, etc.
- 8.2 Cathy Davis reported on the total publication leads: number of brochure/planner requests, total email database, total direct mail database. She would also like to include ad recall/awareness and cost per aware visitor based on ad spend. She would like to review the percent of direct/bookmarked visitors, time spent on consumer website, and the number of cool deals posted and cool deal page views. She would like to see a correlation between these two. She noted that it is also important to measure the number of exits to lodging property sites. Cathy reported on the GoTahoeNorth geographic breakdown; this will include tracking information on the top five cities, visits by CA cities, breakdown of Northern California and Southern California visitors, as well as the percent of total visitors and outside CA visitors. Lolly Kupec asked why the higher success in the LA Market. Wendy noted that as a collective group, Lake Tahoe is creating more impressions and awareness in the LA Market. She noted that the website clicks report was only established a year ago; we must wait to see if and what patterns develop.
- 8.3 Pettit Gilwee reported on PR additions to the reporting document. She would like to measure the percentage of positive media placement; the percentage of media coverage reaching the target audience, and the percentage of media coverage that includes the website address.
- 8.4 Andy Chapman reported on changes to event marketing section of the reporting document. He would like to measure the total attendance of each NLTRA-supported event. Judy Lavery reported on Autumn Food and Wine additions the reporting document. New reporting information will include: total attendance numbers for all three days of the event, total vendor participation, total web impressions, total web click thrus and public relations advertising equivalency. Ron Parson suggested adding number of room nights and the public relations equivalency for all NLTRA-supported events. Wendy suggested reporting out of market attendance of the event. Pettit noted that not all events have public relations reporting documentation in place.
- 8.5 Jason Neary reported on the Conference section of the document. All of this information will remain as is. Jason would also like to include the amount of booked lodging revenues. Jeremy Jacobson reported on the Leisure Sales section. He noted that all Leisure Trade Shows are coops, and he thinks number

of brochures should be measured only in international markets, as a decrease may show in the domestic market. Les Pedersen suggested that Jeremy also track the top 10 partners. Ron Parson suggested including more output information from Leisure Sales.

- 8.6 Andy Chapman is looking for direction regarding the proposed revisions to the performance document. He noted that the document will require further development before being brought back to the Marketing Committee for final review and recommendation. Lolly Kupec suggested the reporting document be kept as a fluid document so information can be added as it develops. Dan Tester noted the importance of attaching quantitative goals to the reporting document, relative to what types of marketing have been done in the past and the targets we are trying to reach.

9.0 DISCUSSION ON MARKETING DECISION TOOL DEVELOPMENT

- 9.1 Dan Tester, Ron Parson and Andy Chapman met last week to discuss the Marketing Decision Tool concept. Andy noted the purpose is to identify need periods by quarters and locations in the region, designed to determine demand periods at mountain resorts vs. lake resorts. The concepts discussed were 1. Improve patterns of business. 2. Breakdown by travel segment. 3. Determine areas of opportunity. 4. Develop marketing programs during these time periods.
- 9.2 Ron Parson discussed the angst in the community regarding the marketing directions of the NLTRA; he noted the importance of the legitimacy of this information. The Marketing Committee should be able to explain to the community the importance of NLTRA marketing and its marketing plan. There must be methodology to justify what this Committee does as an entity. Ron created slides and distributed the information to the Committee. He noted that the statistics do not have to be exact, only guidelines. This information could include types of visitor businesses, lodging performance by geographic area, food performance by geographic area. We must choose what to measure and create measurable guidelines. This study will be a one time analysis of food, recreation and retail. This study could help to shape the future development of the marketing plan. The next steps are to find data to demonstrate the patterns of various tourism-based business and breakdown this information by travel segment and area of opportunity. The Marketing Committee should then develop programs to fill these areas.
- 9.3 Whitney Parks suggested using the North Lake Tahoe Truckee Leadership program to gather the data for this project. Andy Chapman suggested involving members of the Chamber of Commerce Advisory Committee. Dan Tester suggested creating a working group/task force to help determine the type of information or data for the leadership program or Chamber Advisory Committee to help find and correlate.
- 9.4 The Marketing Decision Tool Development working group/task force will consist of Ron Parson, Dan Tester, Lolly Kupec and NLTRA staff.

10.0 DEPARTMENTAL REPORTS

- 10.1 **Advertising** – Cathy Davis reported on some highlights of the Advertising Report. She noted that the NLTRA participated in a CTTC Coop print promotion which is being distributed in the western circulation in the October Travel & Leisure, October National Geographic, November Food & Wine and the October 11th issue of the Vancouver Sun newspaper. The NLTRA received a free email



North Lake Tahoe Resort Association
March 24, 2009

BACKGROUND

At the November 25th Marketing Committee meeting, the North Tahoe Public Utilities District presented their request in the amount of \$15,000 to fund conference marketing activities for the North Tahoe Conference Center. As the committee may remember, this funding was not included in the FY 2008/09 marketing budget due to uncertainty on the future direction of the Conference Center at the time the budgets were developed in late Spring of 2008. After much discussion by the committee, no motion was moved forward by the committee for board approval. At the December 3rd 2008 NLTRA Board Meeting, the North Tahoe Public Utilities District presented the same request in the amount of \$15,000 to fund conference marketing activities for the North Tahoe Conference Center.

SITUATION

After presentation and discussion, the NLTRA Board of Directors approved the \$15,000 funding. Below are the two motions by the board regarding this matter.

M/S/C (Casey/Rock) (10/0/1 Abstention-Mourelatos) to approve a FY 2008/09 marketing grant in the amount of \$15,000 for the North Tahoe Public Utilities District for the North Tahoe Conference Center marketing.

M/S/C (Murphy/McIntyre) (11/0) to direct staff to identify \$15,000 in another marketing program that already exists that would meet the consistency with the use of reserves policy and replace that allocation with the marketing grant request with review by the Marketing Committee.

STAFF RECOMMENDATION

Staff has reviewed the FY 2008/09 budget and requests the marketing committee to recommend for board approval the reallocation of \$15,000 from the FY 2008/09 Placer-Lake Tahoe Film Office budget line item to the North Lake Tahoe Conference Center line item, **AND** to replace that \$15,000 for the Placer-Lake Tahoe Film Office with funds from the marketing reserve budget. This action will result in a consistent application of the use of reserve funds as set forth in the board approved policy.