



## north lake tahoe

Chamber | CVB | Resort Association

**Agenda and Meeting Notice**  
**THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS**  
**Wednesday March 7, 2012 – 8:30 am – 11 a.m.**  
**Tahoe City Public Utility District**

### NLTRA Mission

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

### 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*

### ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

#### A. CALL TO ORDER - ESTABLISH QUORUM – Chair

#### B. AGENDA AMENDMENTS AND APPROVAL (*Motion*)

1. Agenda Additions and/or Deletions
2. Approval of Agenda

#### C. PUBLIC FORUM

Any person wishing to address the Board of Directors on items of interest to the Resort Association 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 Board on items addressed under Public Forum.

#### D. REPORTS & ACTION ITEM

##### Marketing

3. MTRiP Report for remainder of Ski Season – Andy Chapman (5 minutes)
4. Marketing Committee Recommendation for Retention of Coop and changes to the 5 year agreement – Les Pederson/Andy Chapman (30 minutes)
5. Review and Input on Agency RFP Process– Andy Chapman (10 minutes)

##### Transportation/Infrastructure

6. Golf Course Funding and MOU – Ron Parson (20 minutes)
7. Status of Integrated Work Plan Preparation – Ron Treabess (10 minutes)

### 2012

#### Board Members

**Wally Auerbach**  
*Auerbach Engineering*

**Eric Brandt**  
*Tahoe TV*

**Phil GilanFarr**  
**(Vice-Chair)**  
*CB's Pizza*

**Allen Highfield**  
**(Treasurer)**  
*Ritz-Carlton*

**Kali Kopley**  
**(Secretary)**  
*Uncorked/Petra*

**Alex Mourelatos**  
*Mourelatos Lakeshore Resort*

**Valli Murnane**  
*Tahoe XCountry*

**Ron Parson (Chair)**  
*Granlibakken*

**Bill Rock**  
*Northstar*

**Andy Wirth**  
*Squaw Valley*

**Ron McIntyre**  
*RMC Consulting*  
*(Ex-Officio)*

**Jennifer Merchant**  
*Placer County*

**Julie Regan**  
*TRPA*  
*(Ex-officio)*

8. Status of North Tahoe Water Shuttle Project – Ron Treabess (10 minutes)
9. Maintenance Funds for Pedestrian Safety Program (5 minutes)
10. TOT Renewal Presentation and Outreach Plan – Ron Treabess/Sandy Evans Hall/  
Kelly Twomey (30 minutes)

#### **E. CONSENT CALENDAR – MOTIONS (5 min)**

All items listed under the consent calendar-motions are considered to be routine and/or have been or will be reviewed by committee, and will be approved by one motion. There will be no separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar-motions.

11. Board Meeting Minutes – February 1, 2012
12. Special Board Meeting Minutes–February 15, 2012
13. Financial Statements – Approval of December Financials

All committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)

14. Joint Infrastructure/Transportation Committee – February 27, 2012
15. Marketing Committee – February 28, 2012
16. Membership Advisory Committee – February 8, 2012
17. Group Sales Director Subcommittee – February 2, 2012
18. Lodging Committee – NO MEETING IN FEBRUARY
19. Finance Committee – February 15, 2012

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member

20. Conference Sales Reports
21. Infrastructure/Transportation Activity Report – February
22. Membership Business Plan Progress Report – February

#### **F. MEMBERSHIP REPORTS (5 min)**

23. Membership Activities and Events – Kym Fabel

#### **G. DIRECTORS' COMMENTS**

#### **H. MEETING REVIEW AND STAFF DIRECTION**

#### **I. CLOSED SESSION (If necessary)**

#### **J. RECONVENE TO OPEN SESSION**

#### **K. ADJOURNMENT**

This meeting site is wheelchair accessible.

*Posted and e-mailed March 2, 2012*

## DESTINATION LEVEL RESERVATIONS ACTIVITY SUMMARY

Produced by MTRIP, LLC. Presented as a community service by the North Lake Tahoe MTRIP subscribing organization



Destination: North Lake Tahoe

Period: Bookings as of Jan 31, 2012

### Executive Summary - Year over Year Variance and Analysis

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,729 units ("MTRIP Census").

**MARKET OVERVIEW:** Despite a few minor hiccups, economic and consumer metrics continued to work in favor of destination travel during January, with almost all sectors behaving themselves. While the Dow Jones continued its strong momentum gain and the unemployment rate surprised even the most optimistic forecasters, consumer confidence declined moderately, though not enough to raise red flags. However, our primary support mechanism - marketable snow - has been absent for the first time in several years at a majority of destinations and this has created a new set of challenges. In recent years we've had epic snow to carry us through tough economic times and now we look to the economy to carry us through tough snow times. However, it seems that "good economy / bad snow" scenario may not be as supportive as "bad economy / good snow" was. Over the past 2 months we've watched as pacing has slowed or declined from last year, and 2011's gains in occupancy, rate and RevPAR are losing the momentum they've carried since last May, though the effect is more more prominent in some destinations than others. Based on aggregate preliminary data from all MTRIP destinations Occupancy January is down -3.7 percent versus the same time last year, while rate is up 4.3 percent for the month. Bookings taken in January for arrival in January are down a dramatic -43.8 percent. Locally, North Lake Tahoe Occupancy was down sharply -17.2 percent in January versus 2011, with a strong decline in rate -8.4 percent. North Lake Tahoe's 6 month historic actual (August - January) occupancy was down moderately -5.6 percent for the period compared to 2010/11, while rate decreased slightly -2.6 percent. Bookings taken in January for arrival in January were down dramatically -64.4 percent compared to last year (not shown), due in large part to the lack of snowfall during the month.

		2011/12	2010/11	Year over Year % Diff
<b>a. Last Month Performance: Current YTD vs. Previous YTD</b>				
Occupancy Rates during last month (January, 2012) were down (-17.2%) compared to the same period last year (January, 2011), while Average Daily Rate was also down (-8.4%).	Occupancy (January) :	38.6%	46.6%	-17.2%
	ADR (January) :	\$227	\$248	-8.4%
<b>b. Next Month Performance: Current YTD vs. Previous YTD</b>				
Occupancy Rates for next month (February, 2012) are down (-7.5%) compared to the same period last year, while Average Daily Rate is also down (-5.0%).	Occupancy (February) :	39.7%	42.9%	-7.5%
	ADR (February) :	\$276	\$290	-5.0%
<b>c. Historical 5 Month Actual Performance: Current YTD vs. Previous YTD</b>				
Occupancy Rates for the previous 5 months (August - January) are down (-5.6%) compared to the same period last year, while Average Daily Rate is also down (-2.6%).	Occ - 6 Month Historic	41.5%	43.9%	-5.6%
	ADR - 6 Month Historic	\$210	\$215	-2.6%
<b>d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD</b>				
Occupancy Rates for the upcoming 6 months (February - July) are up (7.1%) compared to the same period last year, while Average Daily Rate is down (-4.3%).	Occ % - 6 Month Future	19.0%	17.8%	7.1%
	ADR - 6 Month Future	\$228	\$239	-4.3%
<b>e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Jan. 31, 2012 vs. Previous Year</b>				
Rooms Booked during last month (January, 2012) compared to Rooms Booked during the same period last year (January, 2011) for all arrival dates are down by (-39.3%)	Booking Pace (February) :	5.0%	8.3%	-39.3%

**LOOKING FORWARD** There are many wildcards at play in the months ahead, not least of which are snowfall - or lack thereof - and sustainability of the recent economic momentum. Strong employment figures and gains in consumer confidence will be driving factors, as will the potential impact of further unrest in the EU amid new austerity measures. Expected sharp increases in gasoline prices may impact everything from air and rail tickets to the success of the summer drive market. It must be said that the weather has cooperated in most destinations over the past few weeks, but whether it is 'too little, too late' or an opportunity for a strong spring season will need to be played out. However, despite declines from last month things remain slightly better than last year as we look ahead. Based on an aggregate of preliminary MTRIP industry-wide data, on-the-books occupancy at all destinations for the upcoming six months (February - July) is up 0.9 percent, while rate continues its modest climb, 1.9 percent higher than during the same period last year. Meanwhile, bookings made during January for arrival January - June are down a dramatic -23.8 percent compared to the same period in 2011. Locally, North Lake Tahoe on-the-books Occupancy for February 2012 is down somewhat -7.5 percent compared to 2011, with a moderate decline in rate -5.0 percent. Occupancy on-the-books for the upcoming 6 months (February - July) is up sharply 7.1 percent compared to the same period last year, though at the expense of rate, which is down moderately -4.3 percent. North Lake Tahoe bookings taken in January for arrival January - June were down dramatically -39.3 percent compared to the same period last year, with declines in all six of the months in scope.

**For more information:**

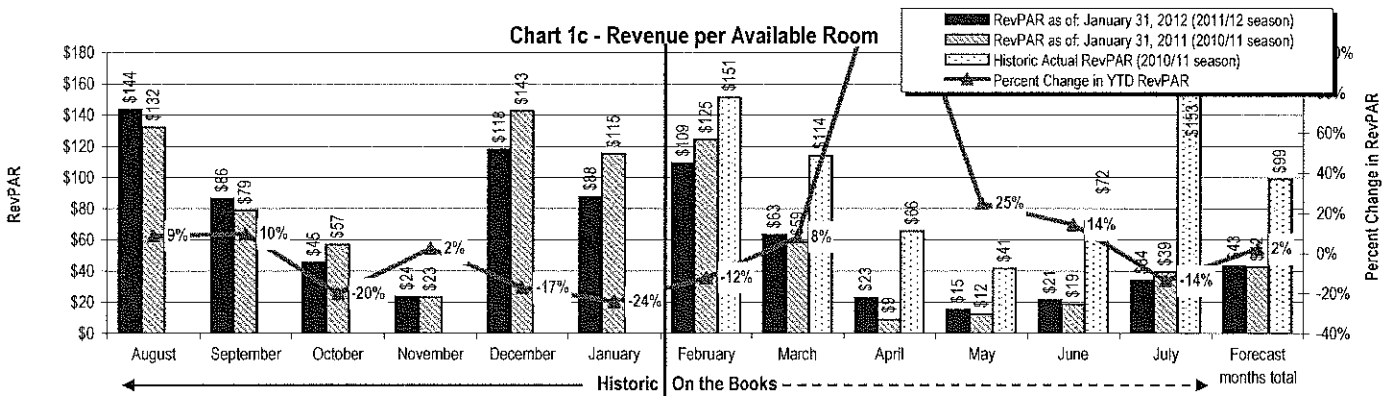
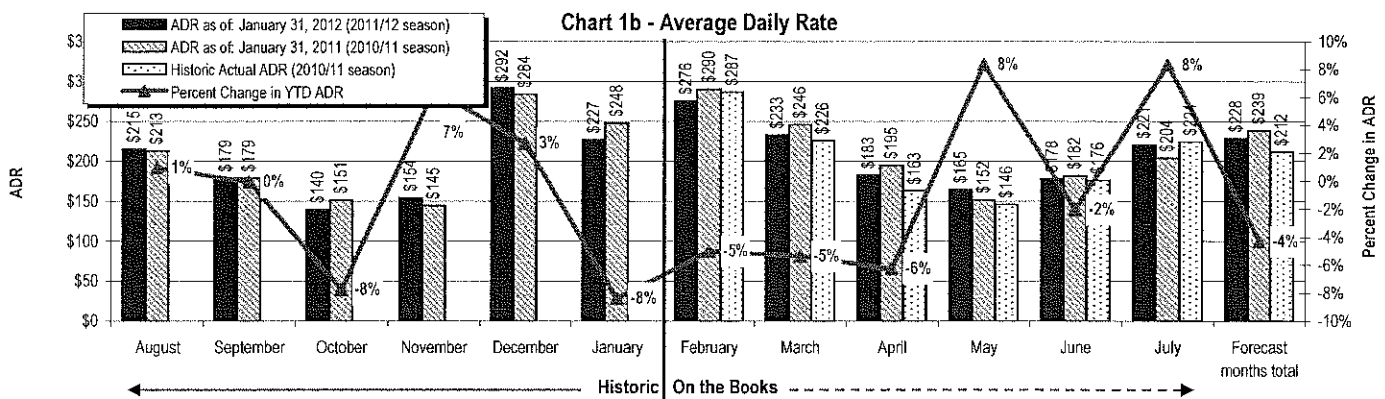
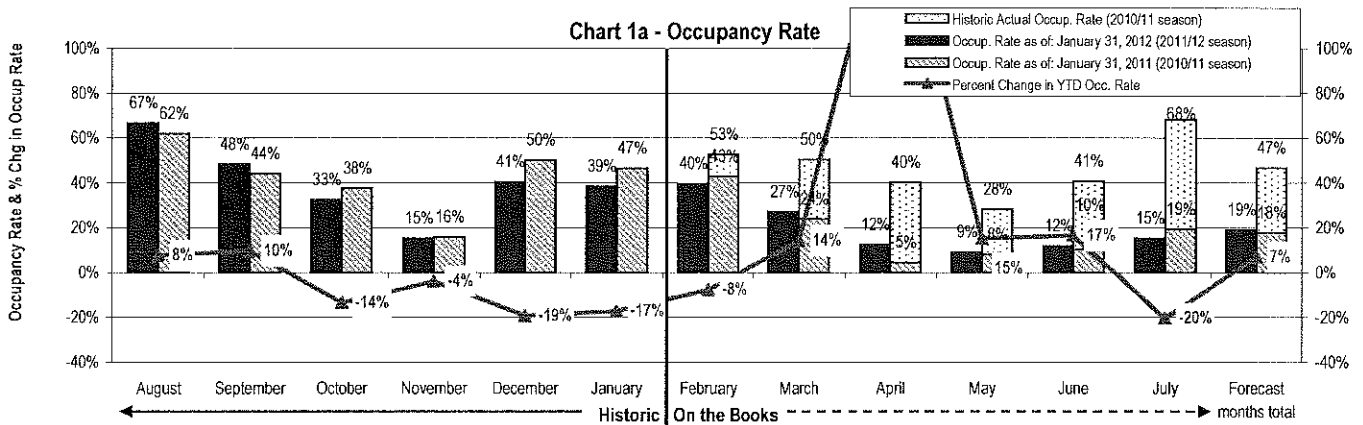
North Lake Tahoe Contact Information: Andy Chapman, Director of Tourism	<a href="mailto:andy@puretahoenorth.com">andy@puretahoenorth.com</a>	<a href="http://www.nltra.org">www.nltra.org</a>
MTRIP, LLC Contact Information: 4841 S Xenia St, Denver, CO 80237 303-722-7346	<a href="mailto:info@mtrip.org">info@mtrip.org</a>	<a href="http://www.mtrip.org">www.mtrip.org</a>

# RESERVATIONS ACTIVITY REPORT

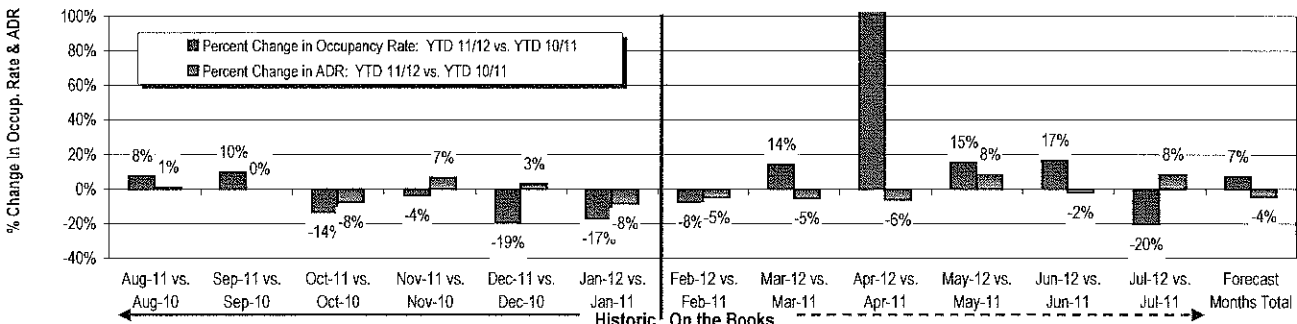
## SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

**2011/12 YTD (as of Jan 31, 2012) vs. 2010/11 YTD (as of Jan 31, 2011) vs. 2010/11 Historical**

NOTE: This is not a forecast of bookings. Data presented in this report represents Occupancy on the books as of the date noted above



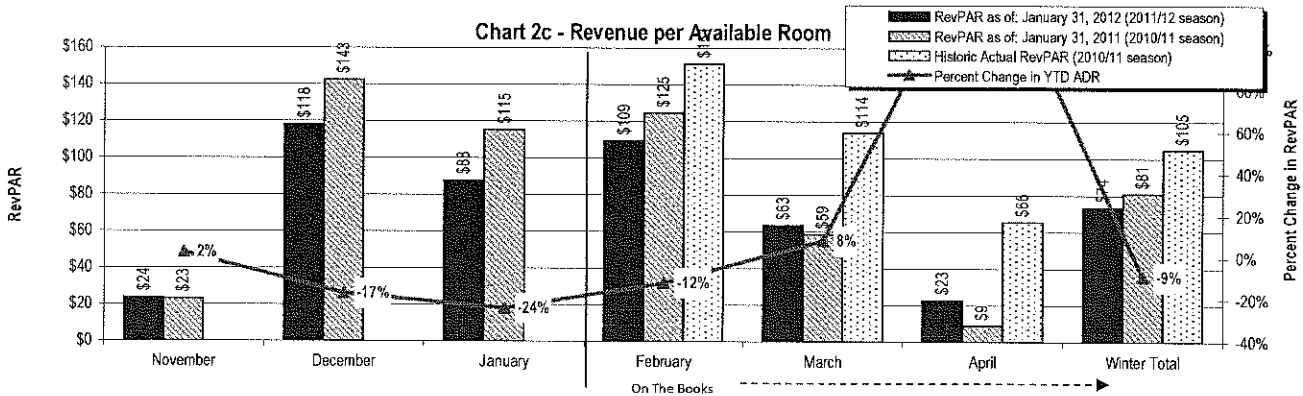
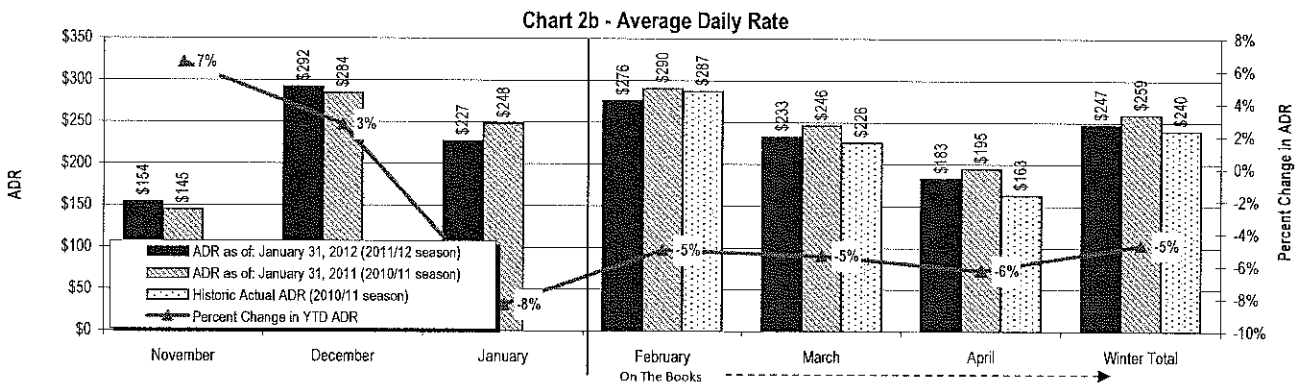
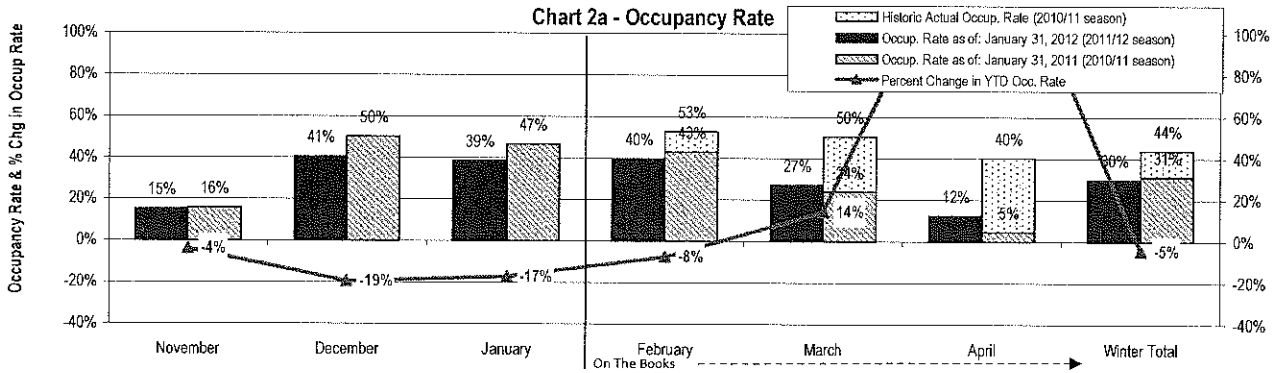
**Chart 1d - Percent Change in YTD Occupancy Rate & ADR (2011/12 YTD vs. 2010/11 YTD)**



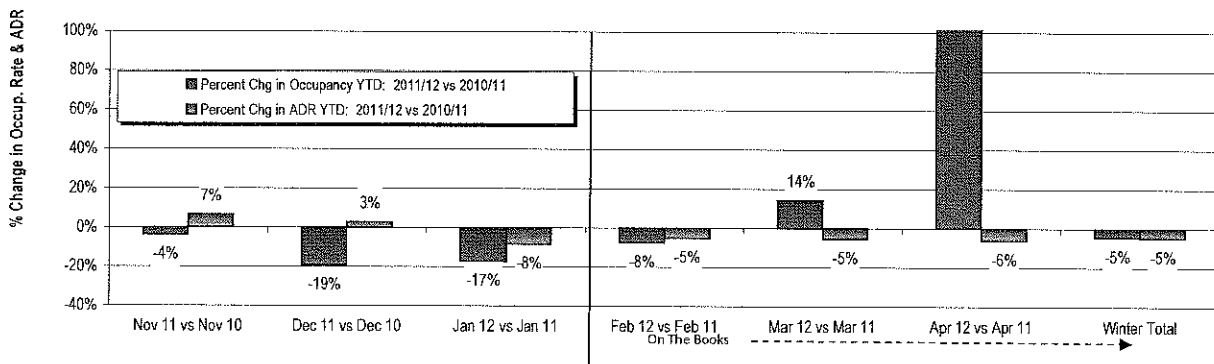
3-2

## RESERVATIONS ACTIVITY REPORT SECTION 2 - WINTER SEASON SUMMARY GRAPHS

**2011/12 YTD (as of Jan 31, 2012) vs. 2010/11 YTD (as of Jan 31, 2011) vs. 2010/11 Historical**  
NOTE: This is not a forecast of bookings. Data presented in this report represents Occupancy on the books as of the date noted above



**Chart 2d - Percent Change in YTD Occupancy Rate & ADR (2011/12 YTD vs. 2010/11 YTD)**



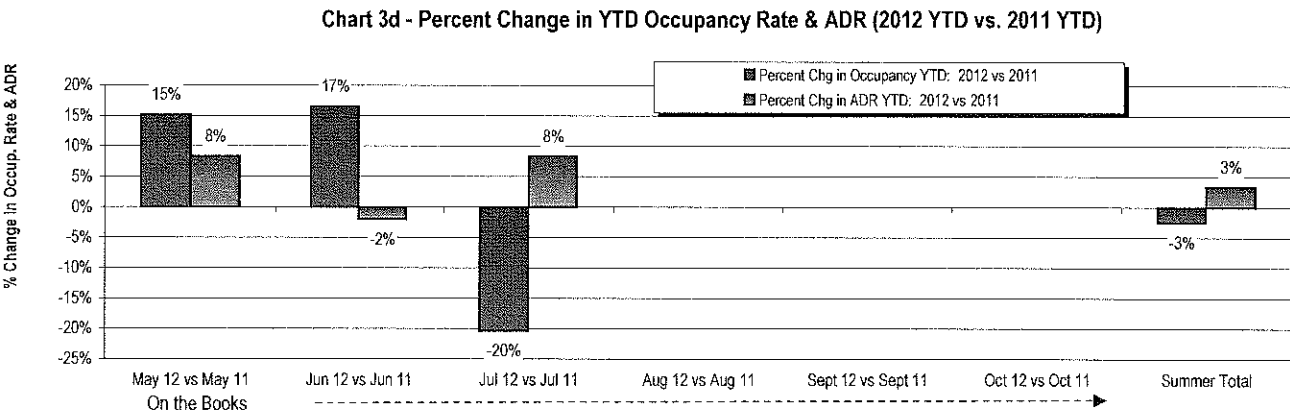
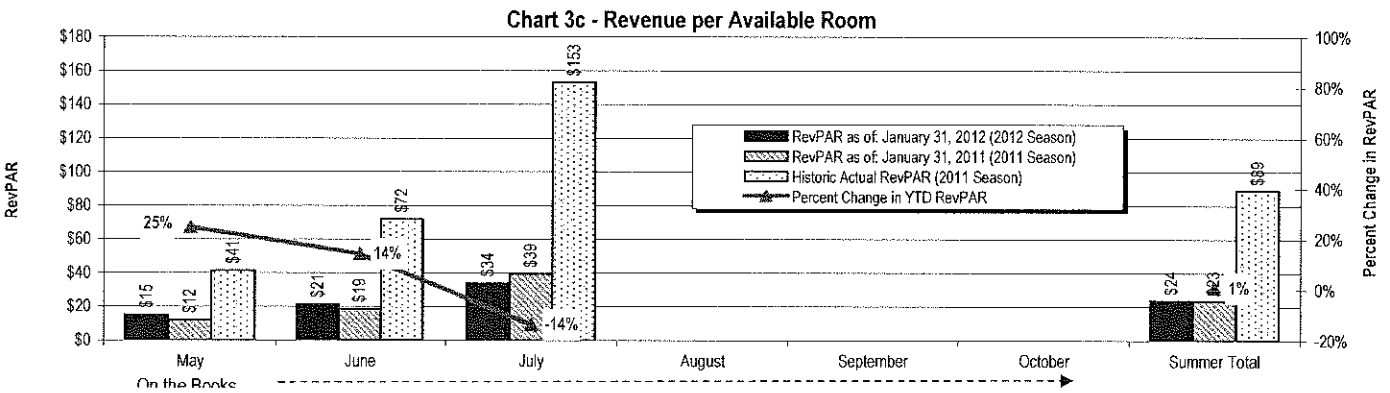
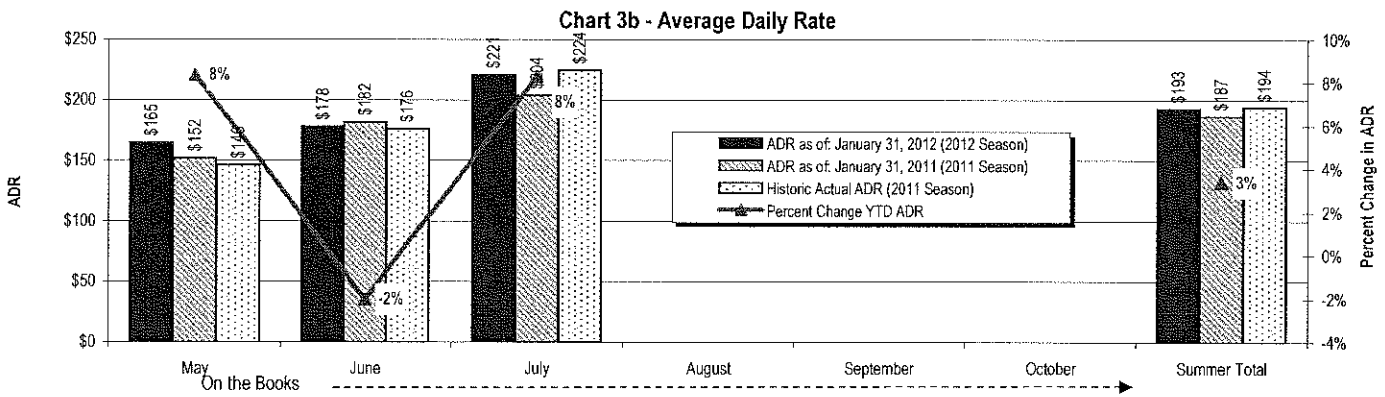
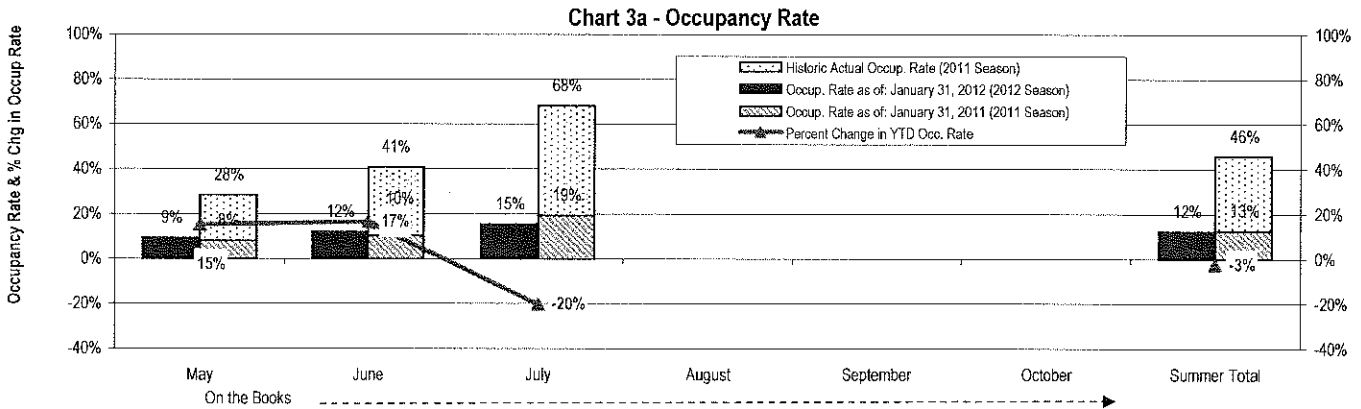
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# RESERVATIONS ACTIVITY REPORT

## SECTION 2 - SUMMER SEASON SUMMARY GRAPHS

**2012 YTD (as of Jan 31, 2012) vs. 2011 YTD (as of Jan 31, 2011) vs. 2011 Historical**

NOTE: This is not a forecast of bookings. Data presented in this report represents Occupancy on the books as of the date noted above



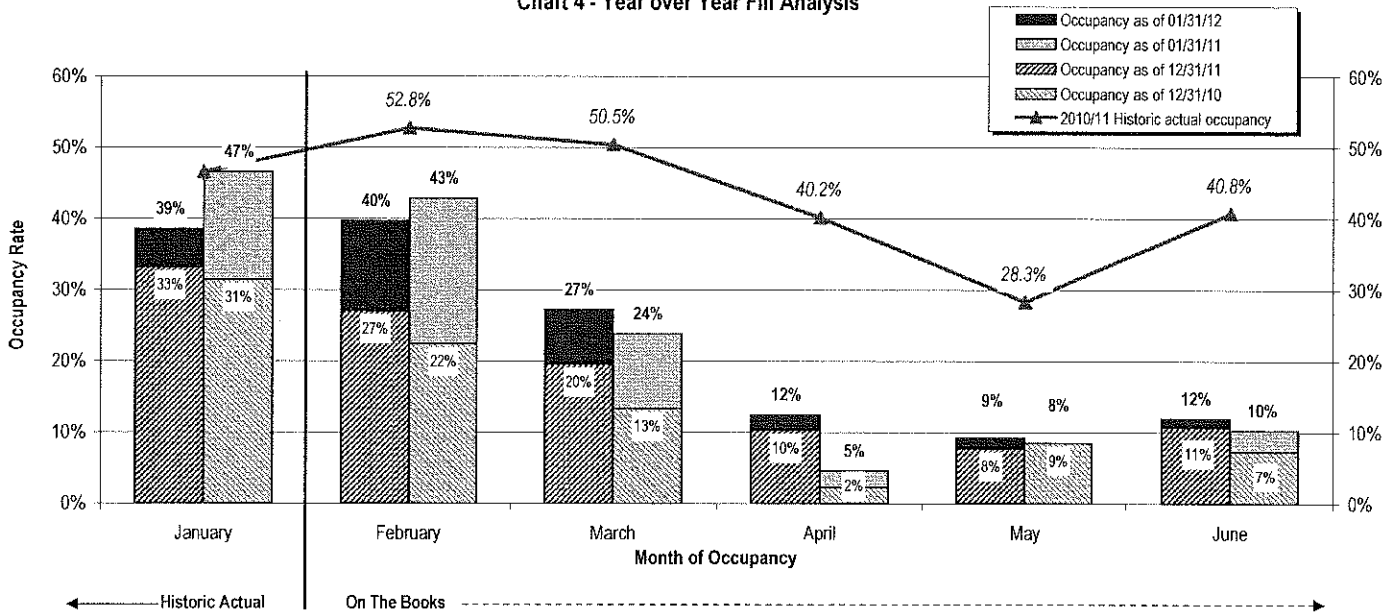
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## RESERVATIONS ACTIVITY REPORT SECTION 4 - FILL ANALYSIS

### 2011/12 Occupancy Pace as of Jan 31, 2012 and Dec. 31, 2011 versus same period 2010/11

NOTE: This is not a forecast of bookings. Data presented in this report represents Occupancy on the books as of the date noted above

**Chart 4 - Year over Year Fill Analysis**



**Supporting Table for Chart 4\* & Change in Incremental Fill**

Month of Occupancy:	OCCUPANCY AS OF JAN 31			OCCUPANCY AS OF DEC 31			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2010/11 Historic actual occupancy
	Occupancy as of 01/31/12	Occupancy as of 01/31/11	Absolute Change	Occupancy as of 12/31/11	Occupancy as of 12/31/10	Absolute Change	Incremental occupancy booked during Jan. 2012	Incremental occupancy booked during Jan. 2011	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
	January	38.6%	46.6%	-8.0%	33.2%	31.5%	1.7%	5.4%	15.1%	-9.7%	
February	39.7%	42.9%	-3.2%	27.1%	22.5%	4.6%	12.6%	20.5%	-7.9%	-38.4%	52.8%
March	27.2%	23.8%	3.4%	19.6%	13.4%	6.2%	7.6%	10.5%	-2.8%	-27.0%	50.5%
April	12.5%	4.6%	7.9%	10.4%	2.3%	8.1%	2.1%	2.3%	-0.2%	-6.6%	40.2%
May	9.3%	8.0%	1.2%	7.7%	8.5%	-0.8%	1.5%	-0.5%	2.0%	Undefined	28.3%
June	12.0%	10.3%	1.7%	10.7%	7.3%	3.5%	1.2%	3.0%	-1.7%	-58.4%	40.8%
<b>Total</b>	<b>23.2%</b>	<b>22.4%</b>	<b>0.8%</b>	<b>18.1%</b>	<b>14.2%</b>	<b>4.0%</b>	<b>5.0%</b>	<b>8.3%</b>	<b>-3.2%</b>	<b>-39.3%</b>	<b>43.1%</b>

\*Based on providing complete pacing data within a given month of occupancy only. Results may differ from those presented elsewhere in report if property set differs."

\*\*Results for "percent change in incremental fill" indicate how room nights booked during the month just ended compare to room nights booked during the same month in the prior year, for occupancy in the month just ended and for the upcoming five months (as well as the six-month period in total). These results provide an indication of the degree to which booking activity occurring during the month just ended was greater or less than booking activity occurring in the same month a year ago -- i.e. a measure of the strength of booking activity occurring during the month just ended.

**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5A - SUPPORTING DATA TABLES**  
**Bookings as of Jan 31, 2012**

NOTE: This is not a forecast of bookings. Data presented in this report represents Occupancy on the books as of the date noted above

OCCUPANCY RATE		OCCUPANCY RATE: YTD 2011/12 VS. YTD 2010/11			Historic Actual Occup. Rate (2010/11 season)	# of Properties in Sample
		Occup. Rate as of: January 31, 2012 (2011/12 season)	Occup. Rate as of: January 31, 2011 (2010/11 season)	Percent Change in YTD Occ. Rate		
Month of Occupancy (2011/12 & 2010/11)						
August	Historic Actual ↑ On the Books ↓	66.7%	62.0%	7.6%		11
September		48.4%	44.1%	9.8%		11
October		32.6%	37.7%	-13.5%		11
November		15.4%	16.0%	-3.8%		10
December		40.5%	50.2%	-19.3%		11
January		38.6%	46.6%	-17.2%		11
February		39.7%	42.9%	-7.5%	52.8%	11
March		27.2%	23.8%	14.2%	50.5%	11
April		12.5%	4.6%	173.0%	40.2%	11
May		9.3%	8.0%	15.2%	28.3%	11
June		12.0%	10.3%	16.6%	40.8%	11
July		15.4%	19.3%	-20.4%	68.2%	11
Grand total		30.3%	30.7%	-1.4%	45.4%	11
Historic months total		41.5%	43.9%	-5.6%	43.9%	11
Forecast months total		19.0%	17.8%	7.1%	46.8%	11

AVERAGE DAILY RATE		ADR: YTD 2011/12 VS. YTD 2010/11			Historic Actual ADR (2010/11 season)	# of Properties in Sample
		ADR as of: January 31, 2012 (2011/12 season)	ADR as of: January 31, 2011 (2010/11 season)	Percent Change in YTD ADR		
Month of Occupancy (2011/12 & 2010/11)						
August	Historic Actual ↑ On the Books ↓	\$215	\$213	1.0%		11
September		\$179	\$179	-0.1%		11
October		\$140	\$151	-7.7%		11
November		\$154	\$145	6.5%		10
December		\$292	\$284	2.7%		11
January		\$227	\$248	-8.4%		11
February		\$276	\$290	-5.0%	\$287	11
March		\$233	\$246	-5.3%	\$226	11
April		\$183	\$195	-6.3%	\$163	11
May		\$165	\$152	8.3%	\$146	11
June		\$178	\$182	-2.0%	\$176	11
July		\$221	\$204	8.3%	\$224	11
Grand total		\$216	\$222	-3.0%	\$213	11
Historic months total		\$210	\$215	-2.6%	\$215	11
Forecast months total		\$228	\$239	-4.3%	\$212	11

REVENUE PER AVAILABLE ROOM		REVPAR: YTD 2011/12 VS. YTD 2010/11			Historic Actual RevPAR (2010/11 season)	# of Properties in Sample
		RevPAR as of: January 31, 2012 (2011/12 season)	RevPAR as of: January 31, 2011 (2010/11 season)	Percent Change in YTD RevPAR		
Month of Occupancy (2011/12 & 2010/11)						
August	Historic Actual ↑ On the Books ↓	\$144	\$132	8.7%		11
September		\$86	\$79	9.7%		11
October		\$45	\$57	-20.2%		11
November		\$24	\$23	2.5%		10
December		\$118	\$143	-17.1%		11
January		\$88	\$115	-24.1%		11
February		\$109	\$125	-12.1%	\$151	11
March		\$63	\$59	8.1%	\$114	11
April		\$23	\$9	155.9%	\$66	11
May		\$15	\$12	24.8%	\$41	11
June		\$21	\$19	14.2%	\$72	11
July		\$34	\$39	-13.8%	\$153	11
Grand total		\$65	\$68	-4.3%	\$97	11
Historic months total		\$87	\$95	-8.0%	\$95	11
Forecast months total		\$43	\$42	2.5%	\$99	11

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**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5B - SUPPORTING WINTER DATA TABLES**  
**Winter Bookings as of Jan 31, 2012**

NOTE: This is not a forecast of bookings. Data presented in this report represents Occupancy on the books as of the date noted above

OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2011/12 VS. YTD 2010/11</u>			Historic Actual Occup. Rate (2010/11 season)
	Occup. Rate as of: January 31, 2012 (2011/12 season)	Occup. Rate as of: January 31, 2011 (2010/11 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2011/12 & 2010/11)				
November	15.4%	16.0%	-3.8%	
December	40.5%	50.2%	-19.3%	
January	38.6%	46.6%	-17.2%	
February	39.7%	42.9%	-7.5%	52.8%
March	27.2%	23.8%	14.2%	50.5%
April	12.5%	4.6%	173.0%	40.2%
Winter Total	29.8%	31.2%	-4.5%	43.8%

AVERAGE DAILY RATE	<u>ADR: YTD 2011/12 VS. YTD 2010/11</u>			Historic Actual ADR (2010/11 season)
	ADR as of: January 31, 2012 (2011/12 season)	ADR as of: January 31, 2011 (2010/11 season)	Percent Change in YTD ADR	
Month of Occupancy (2011/12 & 2010/11)				
November	\$154	\$145	6.5%	
December	\$292	\$284	2.7%	
January	\$227	\$248	-8.4%	
February	\$276	\$290	-5.0%	\$287
March	\$233	\$246	-5.3%	\$226
April	\$183	\$195	-6.3%	\$163
Winter Total	\$247	\$259	-4.7%	\$240

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2011/12 VS. YTD 2010/11</u>			Historic Actual RevPAR (2010/11 season)
	RevPAR as of: January 31, 2012 (2011/12 season)	RevPAR as of: January 31, 2011 (2010/11 season)	Percent Change in YTD ADR	
Month of Occupancy (2011/12 & 2010/11)				
November	\$24	\$23	2.5%	
December	\$118	\$143	-17.1%	
January	\$88	\$115	-24.1%	
February	\$109	\$125	-12.1%	\$151
March	\$63	\$59	8.1%	\$114
April	\$23	\$9	155.9%	\$66
Winter Total	\$74	\$81	-9.0%	\$105

**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5C - SUPPORTING SUMMER DATA TABLES**  
**Summer Bookings as of Jan 31, 2012**

NOTE: This is not a forecast of bookings. Data presented in this report represents Occupancy on the books as of the date noted above

OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2011 VS. YTD 2010</u>			Historic Actual Occup. Rate (2011 Season)
	Occup. Rate as of: January 31, 2012 (2012 Season)	Occup. Rate as of: January 31, 2011 (2011 Season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2012 & 2011)				
May	9.3%	8.0%	15.2%	28.3%
June	12.0%	10.3%	16.6%	40.8%
July	15.4%	19.3%	-20.4%	68.2%
August				
September				
October				
Summer Total	12.3%	12.6%	-2.5%	45.8%

AVERAGE DAILY RATE	<u>ADR: YTD 2011 VS. YTD 2010</u>			Historic Actual ADR (2011 Season)
	ADR as of: January 31, 2012 (2012 Season)	ADR as of: January 31, 2011 (2011 Season)	Percent Change YTD ADR	
Month of Occupancy (2012 & 2011)				
May	\$165	\$152	8.3%	\$146
June	\$178	\$182	-2.0%	\$176
July	\$221	\$204	8.3%	\$224
August				
September				
October				
Summer Total	\$193	\$187	3.4%	\$194

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2011 VS. YTD 2010</u>			Historic Actual RevPAR (2011 Season)
	RevPAR as of: January 31, 2012 (2012 Season)	RevPAR as of: January 31, 2011 (2011 Season)	Percent Change in YTD RevPAR	
Month of Occupancy (2012 & 2011)				
May	\$15	\$12	24.8%	\$41
June	\$21	\$19	14.2%	\$72
July	\$34	\$39	-13.8%	\$153
August				
September				
October				
Summer Total	\$24	\$23	0.8%	\$89



## MULTI-DESTINATION COMPARATIVE REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of January 31, 2012

### Executive Summary

Overview Based on data from 15 reporting MTRIP Destinations (see Destination Listing at bottom of page 6)

a. Last Month Occupancy: Industry-Wide High / Low and Average for Month vs North Lake Tahoe Occupancy	High	Low	Average	North Lake Tahoe
Historic Actual Occupancy for Last Month	74.4%	36.7%	50.2%	38.6%
% Change in Historic Actual Occupancy for Last Month	8.8%	-14.3%	-3.7%	-17.2%

b. Last Month ADR: Industry-Wide High / Low and Average for Month vs North Lake Tahoe ADR	High	Low	Average	North Lake Tahoe
Historic Actual Average Daily Rate for Last Month	\$411	\$159	\$313	\$227
% Change in Historic Actual Average Daily Rate for Last Month	13.6%	-4.6%	4.4%	-8.4%

c. Next Month Occupancy: Industry-Wide High / Low and Average for Month vs North Lake Tahoe Occupancy	High	Low	Average	North Lake Tahoe
Occupancy On-The_Books for Next Month	66.6%	38.2%	48.5%	39.7%
% Change in Occupancy On-The-Books for Next Month	21.6%	-15.9%	-2.0%	-7.5%

d. Last Month ADR: Industry-Wide High / Low and Average for Month vs North Lake Tahoe ADR	High	Low	Average	North Lake Tahoe
Average Daily Rate On-The_Books for Next Month	\$456	\$178	\$333	\$276
% Change in Average Daily Rate On-The-Books for Next Month	12.6%	-2.5%	2.2%	-5.0%

**DESCRIPTION:** The Multi Destination Comparative Report compares occupancy and average daily rate (ADR) between the Base Destination and all other MTRIP reporting destinations. ; In all cases, the Base Destination is represented on the far left of the tables and the far left of the charts. The Base Destination is differentiated on charts with a Red data series bar. All other Destinations are represented with a Green data series bar.

All data is sorted in descending order from highest to lowest and left to right, with the all destination average on the far right of the tables. All destination average is differentiated on charts by a blue line data set.

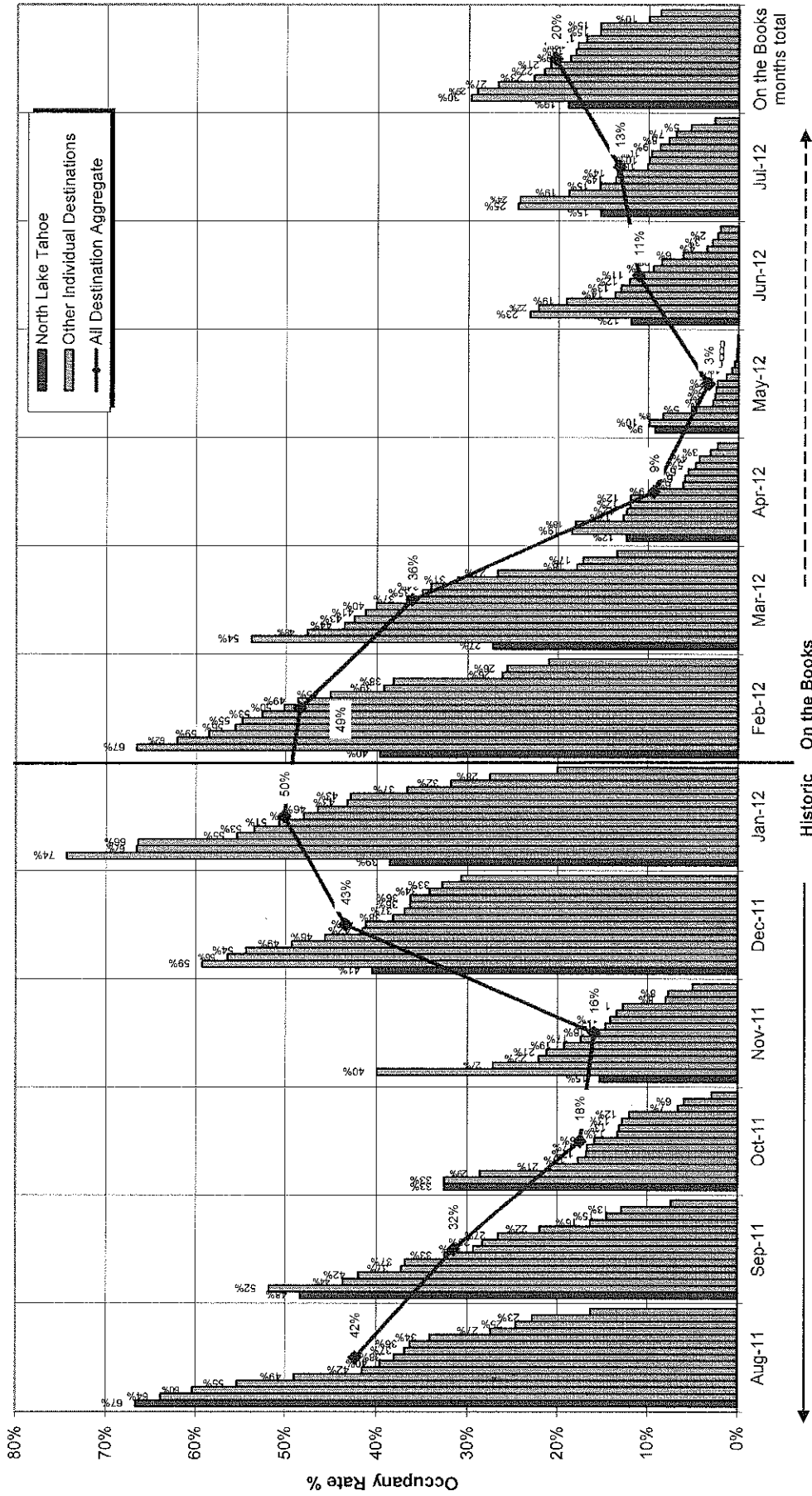
Individual destination data may be obtained through the Multi-Destination Comparative Enhanced report, available by contacting MTRIP at the address below

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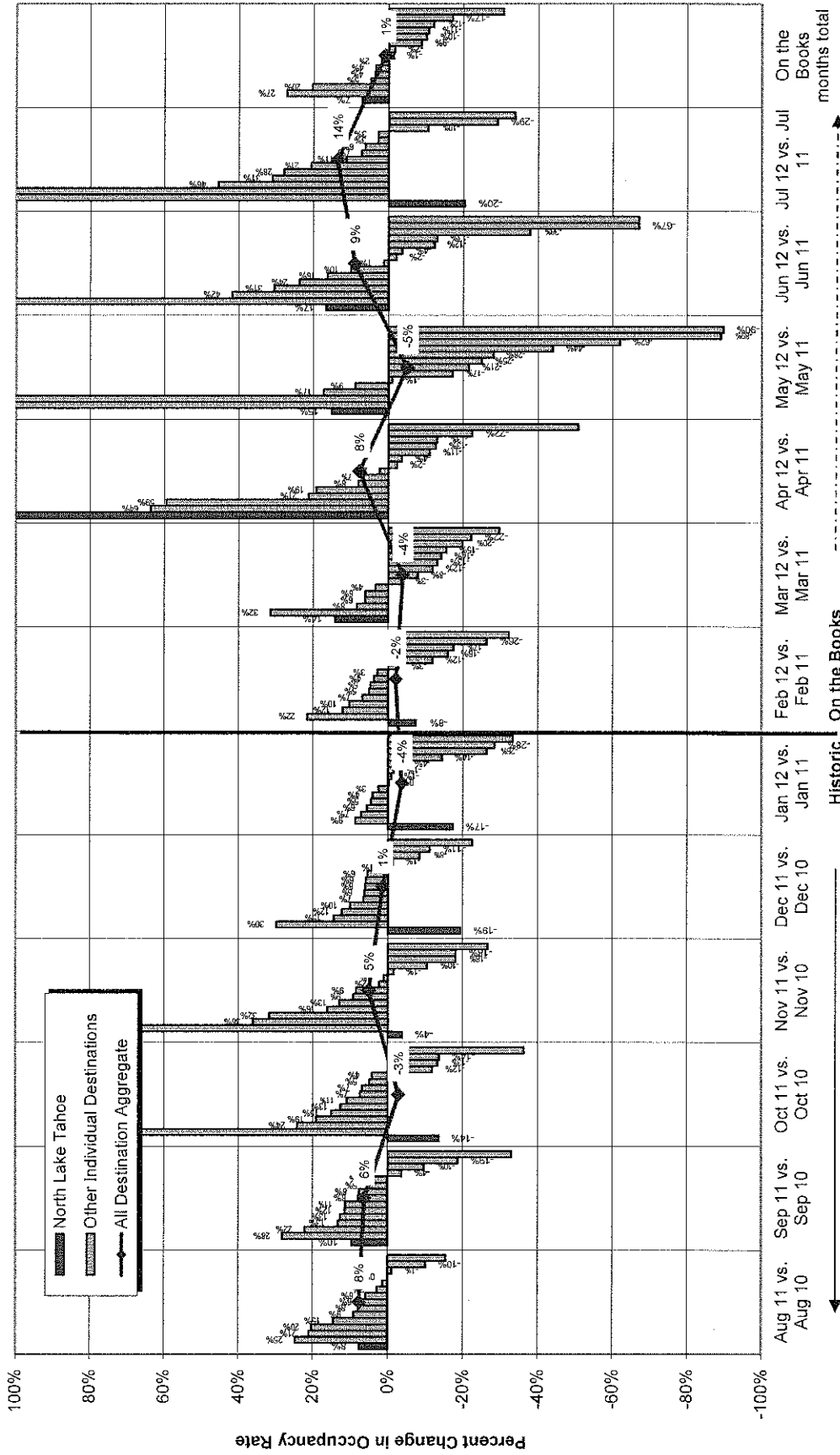
Occupancy Rate 2011/2012 Season as of Jan 31, 2012

Historic and Forecast Data

North Lake Tahoe vs All Individual Mtn Destinations & All Destination Aggregate



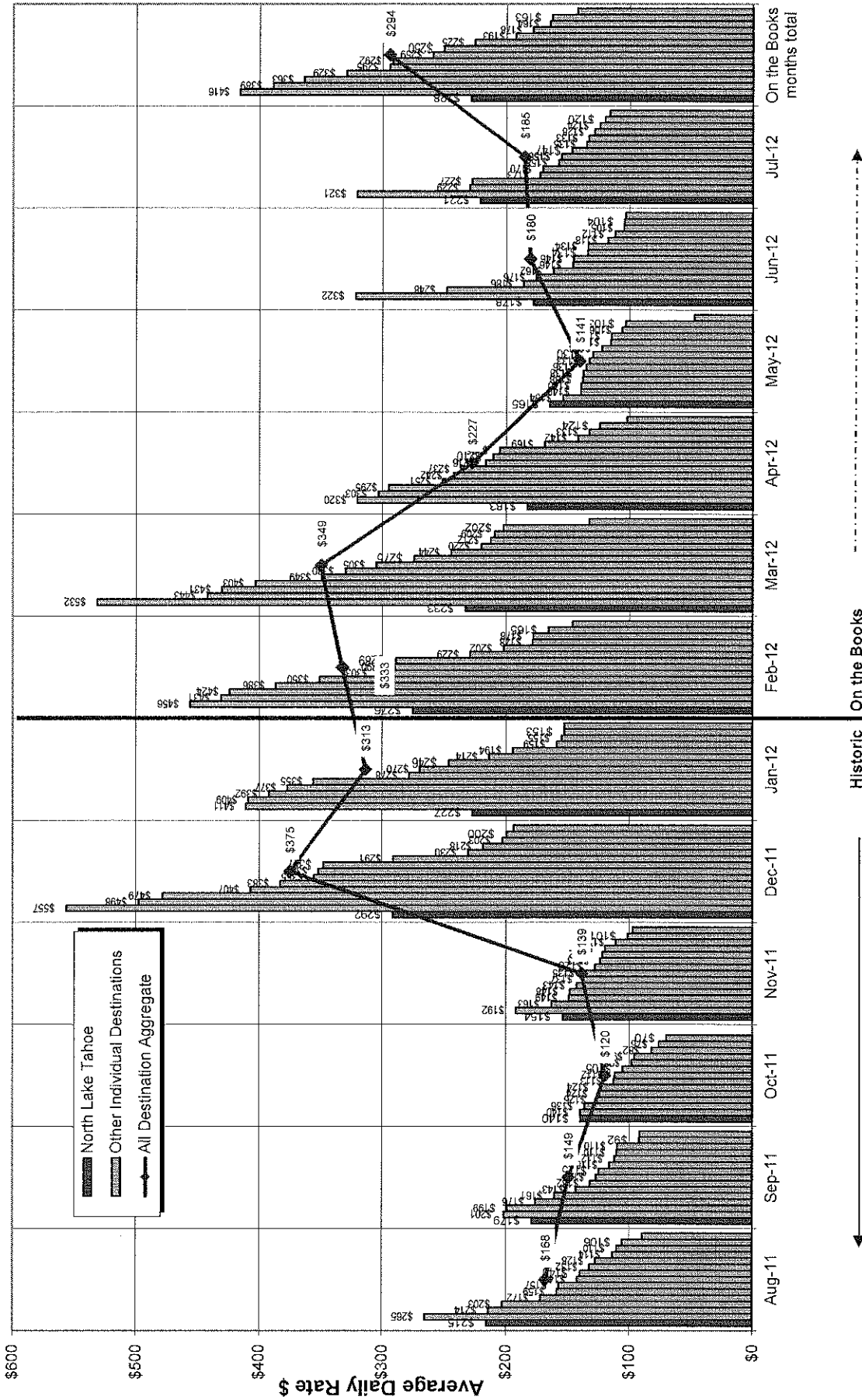
Percent Change in Occupancy Rate: 2011/2012 vs 2010/2011 as of January 31, 2012  
 North Lake Tahoe vs All Individual Mtn Destinations & All Destination Average



Average Daily Rate 2011/2012 Season as of Jan 31, 2012

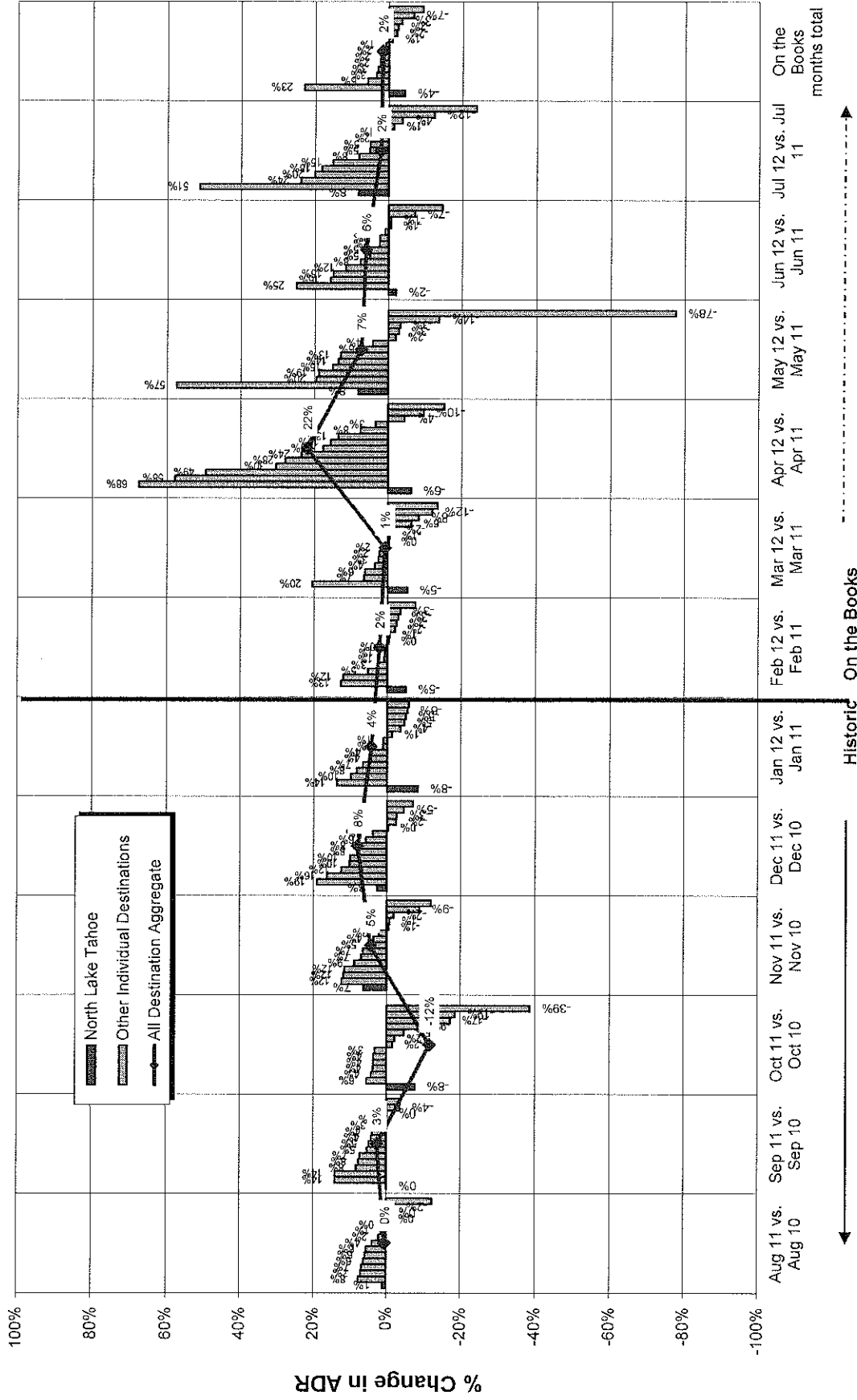
Historic and Forecast Data

North Lake Tahoe vs All Individual Mtn Destinations & All Destination Aggregate



Historic On the Books

Percent Change in Average Daily Rate: 2011/2012 YTD vs 2010/2011 as of January 31, 2012  
 North Lake Tahoe vs all Individual Mtn Destinations & All Destination Average



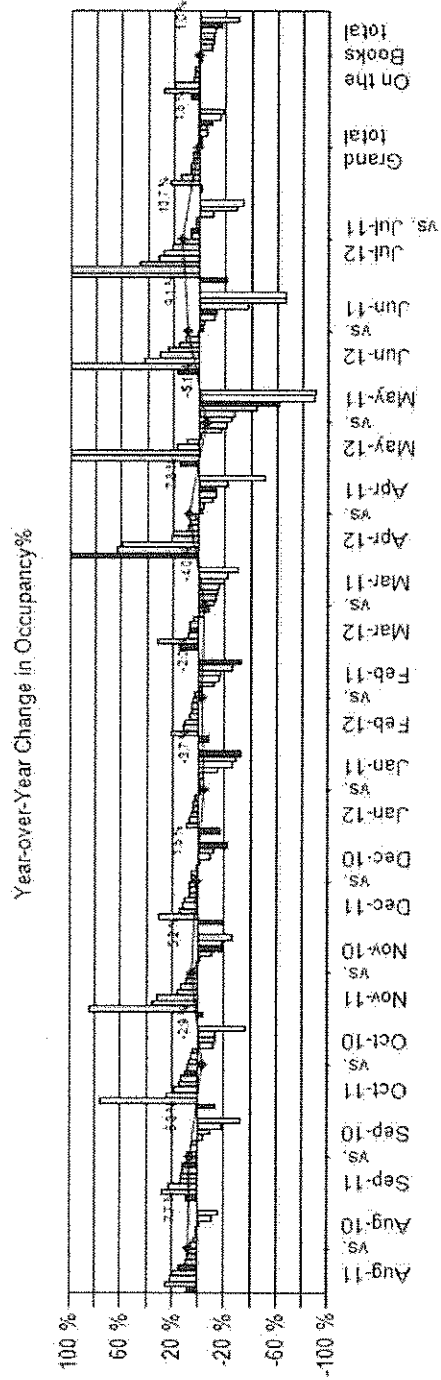
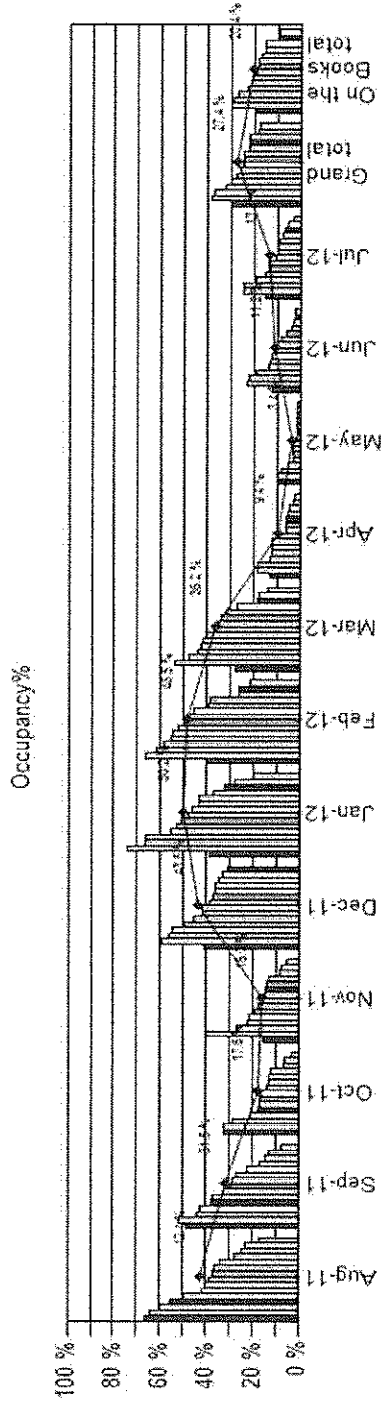
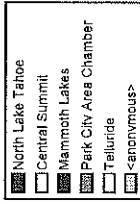








**North Lake Tahoe Lodging Occupancy**  
**Enhanced Destination Comparative Report as of 1/31/2012 11:59:00 PM**  
**Confidential Not for Redistribution**









March 7, 2012

To: Board of Directors

From: Les Pedersen, Chair, Marketing Committee  
Andy Chapman, Chief Marketing Officer  
Sandy Evans Hall, Chief Executive Officer

Re: Discussion and Possible Action to Approve a Three Year Extension of the North Lake Tahoe Marketing Cooperative Participation Agreement

#### BACKGROUND

The North Lake Tahoe Resort Association and the Incline Village Crystal Bay Visitors Bureau have been involved in a regional marketing cooperative since 2006. The original agreement was for a three period through June 30, 2009. This agreement was followed by a second three year agreement between the two agencies for the period July 1, 2009 through June 30, 2012.

The original intent of the Cooperative was to accomplish the following:

- Leverage existing agency marketing funds
- Maximize efforts to brand the North Lake Tahoe region as a single vacation destination
- Clean up consumer confusion created by existing dual North Lake Tahoe marketing messages
- Distinguish North Lake Tahoe from our competitors both regionally and nationally
- Build awareness of the North Lake Tahoe destination
- Increase overnight visitation to the North Lake Tahoe region

#### SITUATION

At its November meeting, the NLTRA Board of Directors reviewed and discussed a number of items regarding the NLT Marketing Cooperative. Additional staff direction was also given. Below is an overview of the Board discussion.

- Measure the original intent of Coop to determine success
- Determine if Coop has produced value to the partners
- Review past goals and determine future goals
- Assess what the NLTRA has contributed and what % of future marketing contribution do we continue to invest
- Add equity/parity to agreement where appropriate

- Survey past marketing committee members on Coop effectiveness
- Reach out to absent Board members for their input on Coop

At its November meeting, the Marketing Committee received a preliminary report on the Cooperative renewal process and provided input to staff. At the meeting the following was discussed:

- The Committee was in agreement that the Marketing Cooperative has benefited the association. Incline and North Lake Tahoe both spend the same amount of dollars on the same marketing buys so it makes more sense to have the Co-op in place. The summer activities in Incline help sell revenue, dividing the North Shore into two is confusing to the consumer. The messages produced through the Co-op campaigns are balanced between North Lake Tahoe and Incline. They noted some of the benefits.
  - There are more marketing funds
  - Marketing Incline alongside North Lake Tahoe adds a benefit by offering more things to do and see at Lake Tahoe
  - With the Co-op there is a stronger marketing message

At the recent Coop Committee meeting, it was agreed that Sandy Evans Hall and Bill Hoffman would work together on crafting equity or parity language that may be included in the agreement moving forward.

Attached to this staff report are the following:

- Current Participation Agreement
- Revised timeline
- TOT Collections to Coop Funding Analysis
- Conference Property Room and Meeting Space Analysis

At its February meeting, staff presented the Marketing Committee with a final review an analysis of the North Lake Marketing Cooperative. Action taken by the committee is below.

**M/S/C (Maurer/Darby) (8/0) To recommend for Board approval a 3 year extension of the North Lake Tahoe Marketing Cooperative Participation Agreement between the North Lake Tahoe Resort Association and the Incline Village Crystal Bay Visitors Bureau.**

REQUESTED COMMITTEE ACTION

Discussion and possible action for Board approval of a three year renewal of the North Lake Tahoe Marketing Cooperative Agreement.

**NORTH LAKE TAHOE MARKETING COOPERATIVE  
PARTICIPATION AGREEMENT**

This NORTH LAKE TAHOE MARKETING COOPERATIVE PARTICIPATION AGREEMENT ("**Agreement**") dated as of the first day of July 2009 is entered into by, between and among the Participants (as defined below).

**RECITALS:**

**WHEREAS**, the Participants are comprised of public non profit corporations which receive Transient Occupancy Tax ("**TOT**") funds from their respective local political jurisdictions for the purposes of marketing the North Lake Tahoe (Exhibit B) region and desire to join together to contribute funds to market and position the region as one tourism destination through a North Lake Tahoe Marketing Cooperative ("**NLTMC**").

**WHEREAS**, the Participants desire to develop and implement on the terms and conditions set forth herein a NLTMC marketing plan to support the North Lake Tahoe hospitality industry by establishing an overall resort destination identity.

**WHEREAS**, to develop and implement this marketing plan the Participants agree to establish a Cooperative Marketing Committee ("**CMC**") and to elect representatives to serve on the CMC to coordinate this cooperative effort.

**NOW, THEREFORE**, in consideration of the foregoing recitals, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Participants agree as follows:

**AGREEMENT:**

**1. DEFINITIONS.**

**1.1 Participants:** The term "**Participants**" shall refer to the following organizations:

(i) The Lake Tahoe Incline Village Crystal Bay Visitors Bureau, a Nevada non-profit corporation ("**LTIVCBVB**");

(ii) North Lake Tahoe Resort Association, a California public benefit non profit corporation ("**NLTRA**");

**1.2 North Lake Tahoe Marketing Cooperative:** The NLTMC as established by the Participants as a cooperative agreement.

**1.3 Cooperative Marketing Committee:** The committee established by the Participants to coordinate efforts to fund and implement the North Lake Tahoe Marketing Cooperative. The role of the CMC is to finalize a Regional Cooperative Marketing Plan ("Plan") and oversee Plan implementation, using the budget resources identified and approved by the Participants. The CMC shall oversee the Plan by providing direction and oversight to the Plan Administrator. The Plan shall not be effective unless and until approved by the Boards of each Participant.

Subject to Section 8, below, each Participant will select four individuals to serve as voting members of the CMC ("**Voting Member**") CMC meetings shall be noticed and conducted in accordance with the Nevada Open Meeting Law and in accordance with those requirements of NLTRA's agreement with Placer County, and held at least once each quarter, or as needed, at the discretion of the CMC Chairperson, based on marketing initiatives or programs requiring CMC discussion, direction, or action in the form of a vote.

**1.4 CMC Chairperson:** The Chairperson ("**Chair**") to be elected on an annual basis by a majority of the voting members of the CMC, subject to conditions in Section 9, Paragraph 1.

**1.5 Plan Administrator.** The NLTRA shall provide a person to serve as the NLTMC Plan Administrator ("**Administrator**") throughout the term of this Agreement, at the discretion of the CMC. The Administrator shall manage the CMC approved Plan implementation. The Administrator shall update the CMC at all regularly scheduled meetings and provide additional updates as required, depending on programs or as directed by the CMC Chair. The Administrator shall be responsible for (i) identifying and retaining the services of such persons, firms and organizations to provide creative and other necessary support to develop and implement the Mission Statement and the Plan; (ii) identifying and implementing sales and marketing projects to achieve the goal of the Mission Statement and Plan and set forth in sections 2 and 3 of this Agreement, respectively; (iii) identifying and supporting strategies, organizations and businesses that are cooperative with, or further the Mission Statement and the Plan. In addition, the Administrator shall authorize invoices and payments consistent with the Plan and ensure financial accountability to both the CMC and the Participants.

**1.6 Budget Administrator** The person designated by the LTIVCBVB to act as Budget Administrator, at the discretion of the CMC. The role of the Budget Administrator is to (i) ultimately authorize payments in accordance with the approved CMC Budget subsequent to plan administrator approval, (ii) coordinate cooperative fund contributions and payment of vendors and contractors, and (iii) coordinate accounting procedures to insure financial compatibility between each participating organization and the CMC.

4-4



1.7 **Limited Partners.** New Limited Partners (LP) may be accepted at any time upon the approval of all existing Participants in the NLTMC, provided that the new LP agrees in writing to terms and conditions as specified by existing participants and as warranted by the extent of financial contributions.

2. **MISSION STATEMENT.** The Participants agree that the intent and mission of the NLTMC is to bring together public and private organizations and businesses to contribute marketing dollars and expertise to position the North Lake Tahoe region as one destination, to focus on identifying regional, national and international markets, and to target common tourism industry interests and desires for cooperative action and marketing programs.

3. **REGIONAL COOPERATIVE MARKETING PLAN** The Participants shall develop and implement a Plan for the purpose of furthering the adopted NLTMC Mission Statement, supporting the regional tourism industry and business community by establishing an overall resort destination marketing identity; developing regional private sector support for this identity and a commitment to position and sell private sector products and/or services as components of the identity and Plan, as may be appropriate for each Participant and supporting partner. During the term of this agreement, participants agree that any other marketing activities undertaken, outside the Cooperative Marketing Plan will in no way compete with the destination brand as further developed and supported by the cooperative.

4. **FUND CONTRIBUTION.** Preparation, administration and implementation of the Plan shall be funded through annual contributions made by each Participant. Contributions shall be made by each Participant for each fiscal year of the program. Each Participant agrees to annually contribute the amount of money set forth in Exhibit A attached hereto and incorporated by reference. The Participants recognize and agree that the amount of funding each contributes may vary from fiscal year to fiscal year, depending on the total amount of TOT funding available to each from their respective local political jurisdictions. All funds contributed to this Agreement shall be used for the purpose of funding the Plan as generally defined in section 3, above. In no event shall the cumulative expenses and costs of the Plan exceed the aggregate amount of the marketing funds set forth in Exhibit A.

5. **TERM.** This Agreement shall remain in effect unless canceled, in writing, by one of the Participants. It is recognized that to achieve maximum effectiveness, the NLTMC should be established and continued for the long-term. Therefore, a written notice to cancel by any one of the Participants must provide a minimum of 12 months notice prior to the effective date of the cancellation, so that the NLTMC can wind down operations with minimum disruption to the separate marketing programs of each Participant. In the event that notice is given, CMC operations and governance shall continue as specified in this Agreement and funding levels shall be maintained at a level of at least 75% of the contribution, of each Participant, at the time of notice of intent to cancel. It is further agreed by the Participants that the initial term of

4-5

this agreement shall be three years. The Agreement may be renewable for one or more additional three year terms, as may be agreed, in writing, by the Participants.

6. **FUNDS AVAILABLE.** The Participants recognize and agree that their ability to provide funds to support the NLTMC is contingent upon the receipt of TOT revenues from their respective local political jurisdictions. Should one or more of the Participants be advised by their local political jurisdiction of a reduction or elimination of TOT revenues, a notice of cancellation, if necessary, can be submitted in writing with a notice of less than 12 months. However, the Participants pledge their good faith efforts to ensure that any cancellation of this Agreement takes place over a minimum of 12 months to help ensure a minimum disruption to the separate marketing programs of each Participant.

7. **DISSOLUTION**

7.1 **RETURN OF EXCESS FUNDS.** If this Agreement is canceled, upon dissolution of the NLTMC, any excess funds remaining in the NLTMC account shall be distributed on a pro rata share to the Participants in accordance with their annual contributions to the NLTMC account as of the effective date of termination. Should there be a deficiency of funds to cover authorized expenses, the Participants agree to fund their share of such expenses, consistent with the manner by which any excess funds would be distributed. Lists and data collected and projected during the term of this Agreement will be equally the property of all Participants at the time of dissolution. Collateral materials produced by cooperative marketing funds (e.g., brochures, exhibits, ticket stock, etc) shall be divided among the Participants in the same manner as the distribution of any excess marketing funds.

7.2 **USE OF PARTICIPANT INTELLECTUAL PROPERTY** Unless otherwise agreed, upon dissolution none of the participants will have the right to any brand, creative, or intellectual property created using cooperative funds. The Participants acknowledge that each Participant owns certain intellectual property (specifically including but not limited to trademarks, service marks, trade secrets, websites and the like), and each Participant hereby agrees not to use any intellectual property belonging to another Participant without first executing a separate trademark license agreement governing such use.

8. **MEMBERSHIP OF THE COOPERATIVE MARKETING COMMITTEE.** Consistent with the role of the CMC, as defined in Section 1, above, the membership of the CMC shall consist of four (4) members selected by the Board of Directors of each Participant, to include the Executive Director ("CEO") of each Participant, two (2) existing Board members from each Participant, and one (1) At Large representative from each Participant. The term of each selected CMC member shall be one year. No term limits shall apply, however, each may be replaced, at will, by their respective Participant board of directors.

9. **VOTING AND VOTING PROCEDURES.** All transactions of business requiring approval of the CMC shall only be taken with a quorum present and provided a majority of the duly authorized voting members has participated in discussions and has voted on the action proposed. A quorum of the Committee is established with five members. The transaction of business requiring approval of the CMC shall include, but not be limited to, the responsibilities as outlined in Section 1.3, above. Voting shall be conducted at any regularly scheduled and noticed meeting of the CMC or at a meeting scheduled and noticed at the direction of the Chair with the consent of a majority of the CMC members. Voting members may participate by telephone in scheduled, noticed meetings of the CMC, as long as all participants can hear each other and there is a physical location for the meeting accessible to the public and at least one voting member is present at that location.

9.1 **Chair.** The Chair of the CMC shall preside at all CMC meetings and exercise and perform such other powers and duties as may be required from time to time as part of the role of CMC Chair. The term of the Chair shall be one (1) year. The position shall rotate between the participants on a yearly basis.

## 10. **MISCELLANEOUS.**

10.1 **Binding Effect.** This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns, and no other party shall be a beneficiary hereunder.

10.2 **Entire Agreement.** This Agreement may not be amended or modified except in writing executed by all parties hereto. The Participants each acknowledge that there are no other agreements or representations regarding the subject matter hereof, either oral or written, express or implied, that are not embodied in this Agreement, and this Agreement, and the Exhibits attached to this Agreement, represent a complete integration of all the prior and contemporaneous agreements and understandings and documents regarding the subject matter hereof.

10.3 **Governing Law.** This Agreement will be governed by, interpreted under, and construed and enforced in accordance with the laws of the State of Nevada. Each of the parties hereto acknowledges and agrees that the laws of the State of Nevada were freely chosen.

10.4 **Severability.** The invalidity, illegality or unenforceability of any provision of this Agreement shall not affect the enforceability of any other provision of this Agreement, all of which shall remain in full force and effect.

10.5 **Counterpart.** This Agreement may be signed in counterparts by the participating parties, which counterparts together shall constitute a single instrument.

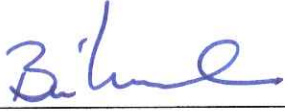
4-7

The Participants have executed this Agreement to be effective as of the date first written above.

**10.6 NRS Compliance** This is an interlocal agreement subject to the provisions of NRS 277.100, et seq., and will not be valid until approved in accordance with that chapter.

**10.7 Precedence In Conflicting Documents.** It is further expressly agreed by and between the participants hereto that should there be any conflict between the terms of this instrument and the NLTRA/Placer County Agreement, as this instrument reads on the date of its' signing, then the NLTRA/ Placer County Agreement shall control and nothing herein shall be considered as acceptance of the said terms by either NLTRA nor Placer County.

**INCLINE VILLAGE/CRYSTAL BAY NORTH LAKE TAHOE RESORT  
VB ASSOCIATION**

By: 

By: 

Its: \_\_\_\_\_

Its: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**EXHIBIT A**

**North Lake Tahoe Marketing Cooperative  
Contribution Schedule**

<b><u>Month</u></b>	<b><u>% of Total Due</u></b>
July	.083
August	.083
September	.10
October	.10
November	.10
December	.083
January	.083
February	.083
March	.083
April	.066
May	.066
<u>June</u>	<u>.066</u>
Total	100

*Estimated 2006/2007 Total Contribution as of May 1, 2006*

<i>NLTRA</i>	<i>\$850,000</i>
<i>IVCBVB</i>	<i>\$650,000</i>

Participants agree to a minimum contribution of 45% of their total marketing budgets for the initial year of this agreement (may be pro-rated dependent upon coop start date). This percentage is subject to review and adjustment on an annual basis to coincide with the budgeting process for both participants.

**EXHIBIT B**

**"North Lake Tahoe" Geographic definition**

The North Lake Tahoe Marketing Cooperative will brand "North Lake Tahoe" which will encompass the specific and general areas encompassing the following communities:

Incline Village  
Crystal Bay  
Kings Beach  
Tahoe Vista  
Carnelian Bay  
Tahoe City  
West Shore  
Squaw Valley  
Northstar  
Greater Truckee  
Alpine Meadows



## North Lake Tahoe Marketing Cooperative High Level Draft Timeline

<u>Date</u>	<u>Item</u>
Nov.	Board Meeting - High Level Board Discussion on existing agreement and issues and direction to staff  Marketing Committee - Discussion on Coop framework, board issues, and direction to staff
Jan.	Marketing Committee - Review recent ad awareness research - Update on Brand Review process  Marketing - Review final Agency RFP document and prepare for release
Feb.	Board Meeting - Review recent ad awareness research - Update on Brand Review process  Marketing Committee - Recommendation to Board on Coop continuation
March	Board Meeting - Review and final direction on Agency RFP document - Review and Possible Action on Coop continuation
April	Board Meeting - Agency RFP proposals due
May	Board Meeting - Execution of new Agency agreement if needed



north lake tahoe

Chamber | CVB | Resort Association

## North Lake Tahoe Marketing Cooperative High Level Issue Discussion

### Overall Marketing Cooperative Issues

- Funding Equity
- Marketing Equity (Promotional, Awareness, Conference, Web, etc)
- Consumer perspective of North Lake Tahoe as a travel destination

### Cooperative Contract Issues

- Term ends June 30, 2012
- 12 month notice needed upon termination of agreement
- No coop intellectual property (brand, web, etc) may be used by either participant upon dissolution of cooperative without prior written agreement between participants

### Misc. Issues

- Agency RFP timeline and implications
- Brand review timeline and implications
- Future budget implications
- Future marketing implications



**North Lake Tahoe Marketing Cooperative  
 Total TOT Collections to Coop Contribution  
 Revised 2/24/12**

FY 2009/10	NLTRA	IVCBVB
Total TOT Collections	\$8,900,132	\$3,608,000
Coop Contribution	\$871,996	\$665,655
% of Tot Contribution	9.80%	18.45%

FY 2010/11	NLTRA	IVCBVB
Total TOT Collections	\$10,117,912	\$3,700,000
Coop Contribution	\$995,712	\$470,000
% of Tot Contribution	9.84%	12.70%

FY 2011/12 (forecast)	NLTRA	IVCBVB
Total TOT Collections	\$9,297,605	\$3,953,744
Coop Contribution	\$1,092,000	\$475,361
% of Tot Contribution	11.74%	12.02%

North Lake Tahoe Conference Property Members

Placer County:	# of Rooms	Indoor SF Meeting Space
Stanford Alpine Chalet	14	1,077
Granlibakken Resort	165	16,000
Northstar-At-Tahoe	250	10,230
PlumpJack	61	6,000
Resort at Squaw Creek	403	33,000
Ritz Carlton	170	15,000
Squaw Valley Lodge	115	2,015
The Village at Squaw Valley	195	7,400
Mourelatos Lakeshore Resort	32	275
Crown Motel	45	0
North Tahoe Conference Center	0	15,000
<b>Total</b>	<b>1450</b>	<b>105997</b>
<b>% of Total</b>	<b>66%</b>	<b>72%</b>
<b>Washoe County:</b>		
Cal Neva Resort	199	16,676
Hyatt Lake Tahoe	422	17,916
Tahoe Biltmore	113	6,400
<b>Sub Total</b>	<b>734</b>	<b>40992</b>
<b>% of Total</b>	<b>34%</b>	<b>28%</b>
<b>Total</b>	<b>2184</b>	<b>146989</b>



March 7, 2012

To: Board of Directors

From: Andy Chapman

RE: North Lake Tahoe Marketing Cooperative RFP Process

SITUATION

The North Lake Tahoe Marketing Cooperative has begun a bidding process through its Request for Proposals for Advertising and Marketing Services. We are currently in the final year of an extended four contact with Smith & Jones/EXL Media as our agencies of record. A similar process to the 2007 RFP is being proposed and is attached for committee review. Staff will review the RFP document with the board for any revision.

At its January meeting, the NLTRA Marketing Committee reviewed and provided input to the RFP process and document. Additionally, the current North Lake Tahoe Marketing Cooperative Committee reviewed the RFP document and provided input as well.

An RFP sub-committee has been formed consisting of 2 members of each of the two organizations. Members participating on that sub-committee are:

- Les Pederson, Director Sales and Marketing, Resort at Squaw Creek
- Davy Ratchford, Director Sales and Marketing, Northstar California
- John Hernstat, Director Sales and Marketing, Hyatt Lake Tahoe
- Lee Weber Koch, President, Weber and Associates

BOARD RECOMMENDATION

Upon review and discussion by the Board, staff seeks an approval to begin the RFP process and timeline as defined in the Request for Proposals for Advertising and Marketing Services.

Request for Proposals  
For Advertising and Marketing Services



north lake tahoe

North Lake Tahoe Marketing Cooperative  
PO Box 5459  
Tahoe City CA. 96145

February 1, 2012

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## 1.0 INTRODUCTION

The North Lake Tahoe Resort Association and the Incline Village Crystal Bay Visitors Bureau (The Agencies) are soliciting a Request for Proposal (RFP) with the intent of establishing an agency of record for various advertising and marketing services on behalf of the North Lake Tahoe Marketing Cooperative. The successful firm shall assist in the planning, development, creation and execution of various marketing and advertising programs in support of the established goals of the North Lake Tahoe Marketing Cooperative, the North Lake Tahoe Resort Association and the Incline Village Crystal Bay Visitors Bureau. Additionally, an approved qualified list of specialty agencies will be developed to assist in various projects in support of the North Lake Tahoe Marketing Cooperative.

Submit all inquires regarding this RFP to:

Andy Chapman  
North Lake Tahoe Resort Association  
PO Box 5459  
Tahoe City, CA 96145  
[andy@PureTahoeNorth.com](mailto:andy@PureTahoeNorth.com)  
Phone: (530) 581-8709  
Fax: (530) 581-8709

## 2.0 BACKGROUND INFORMATION

2.1 The North Lake Tahoe Resort Association (NLTRA) is an association of related and coordinated services provided to our members and the community at large. These services include operation of the Tahoe North Visitors and Convention Bureau and the North Lake Tahoe Chamber of Commerce. The NLTRA has an agreement for services with Placer County. Through this agreement, the NLTRA receives Placer County Transient Occupancy Tax (TOT) funds to provide *"a full spectrum of management activities for tourism marketing and visitor services for businesses of the North Lake Tahoe area"*. The NLTRA also serves as a partner with Placer County and other local organizations and agencies in the development and funding of infrastructure, transportation and strategic planning projects designed to enhance tourism and community quality of life for the benefit of all in the North Lake Tahoe region. To guide its work, the NLTRA has developed and adopted the *North Lake Tahoe Tourism*

and *Community Investment Master Plan* (June 2004) which has also been adopted by the Placer County Board of Supervisors.

- 2.2 The Incline Village Crystal Bay Visitors Bureau (IVCBVB) is the public organization responsible for destination marketing for the North Shore, Nevada side of Lake Tahoe. Operating primarily from a percentage of lodging room tax collected by the Reno Sparks Convention and Visitors Authority allocated to the organization, the IVCBVB conducts advertising, promotions, public relations and special events programs to promote tourism for the Lake Tahoe portion of Washoe County, NV. The IVCBVB's mission is "*to encourage tourist visits and ultimately enhance the occupancy and revenues for lodging facilities in the Incline Village and Crystal Bay areas*". The IVCBVB will offer the most current marketing and sales support, produce appropriate special events, publish targeted advertising and collateral, and provide visitor services and information.
  
- 2.3 The North Lake Tahoe Marketing Cooperative (NLTMC) is a cooperative agreement between the NLTRA and the IVCBVB to market and position the region as one tourism destination. The NLTMC is designed to present the North Lake Tahoe area under one brand umbrella, with one consistent creative execution, one call to action, and a single Web site for fulfillment and referrals to area businesses and constituents. The NLTMC is overseen by the Cooperative Marketing Committee consisting of 4 members from each entity. This committee, with input and direction from each organization, directs the implementation of the NLTMC marketing efforts.
  
- 2.4 Once selected, the agency of record will be contracted for a three year period to provide the scope of services outlined in **Section 5.0**. Additionally, a qualified list of specialty agencies will be approved and consultants may be contacted to provide a proposal for specific projects to meet the needs of NLTMC. The resulting qualified list of specialty agencies shall be in effect for a period of three years.

### **3.0 RFP SCHEDULE**

The Agencies have established the following target dates for processing the RFP. The schedule for evaluation and award of this RFP is subject to change and can be affected by various intervening events.

Release Date	March 15, 2012
Qualified Proposals Due	April 16, 2012, 5pm
Evaluation and Interviews (if needed) by Selection Committee	April 25, 2012
Selection Committee Recommendation for Approval to NLTMC Committee	April 27, 2012
Execution of Agreement between the Successful Bidder and the IVCBVB and the NLTRA	May 15, 2012

### **4.0 REFERENCE MATERIALS**

Reference materials can be found on [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) as well as [www.nltra.org](http://www.nltra.org). Reference materials can be requested by contacting Andy Chapman, as listed in Section 1.0.

### **5.0 GENERAL SCOPE OF ANTICIPATED SERVICES**

The Vendor, on behalf of the NLTMC, shall be capable of providing those services customarily performed by a full-service advertising agency. In the past, marketing and advertising activities have included image/brand promotion, print, broadcast, collateral production, internet marketing, Web development, media planning and placement among others. The successful Consultant will be required to provide professional consulting and other services upon request by the NLTMC. Such services may include, but are not limited to:

- **Advertising** – The ability to create and/or place advertising in print and electronic media that reflects an appropriate image of North Lake Tahoe. Media buying and trafficking should keep an eye toward developing partnerships/promotions with other clients and/or media outlets for the purpose of maximizing the exposure of, and minimizing the cost to, the NLTMC. The selected agency of record will be responsible for seeing commercial production through to completion (conceptualization, production and trafficking to select media outlets) whether that capability is proposed as an in-house arrangement or as



a sub-contractor arrangement. Agency will provide a full range of creative and account management skills and activities and must be familiar with many applications of advertising and design (i.e., commercial production, media buying/placement, direct mail, point of purchase, signage, etc.).

- **Brand Development** – Assist in the further development and evolution of the North Lake Tahoe brand identity. Agency to assist in the consistency of the North Lake Tahoe brand message throughout all forms of consumer marketing programs.
- **Electronic Production** – The ability to produce and reproduce high quality commercial productions. Including but not limited to cable TV, broadcast TV, radio, email broadcasts, and database communications.
- **Print Production** – The ability to produce and reproduce high quality print advertising for newspapers and magazines. This may include digital output, web and offset production.
- **Graphic/Website Design** – The ability to design and produce brochures, reports, advertising materials, website development, direct mail materials, and miscellaneous promotional materials. These designs will be required to maintain graphic integrity and continuity with the overall image and brand of North Lake Tahoe.
- **Market Research** – Assist in the development and implementation of various market research programs designed to provide insight into the effectiveness of the advertising and marketing campaigns.
- **New Initiatives** – Agency to advise the NLTMC on appropriate advertising and marketing opportunities that may help communicate the North Lake Tahoe brand message to our targeted audiences. Agency will also provide advice on other related communication, advertising and public relations matters, as requested by the NLTMC.

#### 5.1 PROCEDURES AND PROTOCOLS

- The NLTMC or its designee will review and sign off on all projects and work prior to release or use. The NLTMC or its designee shall have complete and total approval of any proposed advertising plan or any part thereof and shall have the express rights to modify, change or delete all or any part of the plan at any time.
- The Consultant shall communicate the progress of work to the NLTMC through preparation and submittal of written status

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reports, including anticipated project completion dates, and through periodic meetings with the NLTMC or its designee, at intervals as specified by the NLTMC.

- The Consultant shall promptly notify the NLTMC of events which have a significant impact on contract work, including (1) problems, delays or adverse conditions which will prevent the meeting of time or work schedules, and (2) favorable developments which will enable meeting time or work schedules sooner than anticipated.
- The Consultant shall agree that from time to time the NLTMC or its designee may provide copy or creative concepts for advertisements. In such cases, the Consultant shall perform those necessary functions identified herein for media placement of advertisements as directed and supplied by the NLTMC.
- Due to changing fiscal and economic conditions, the Consultant may be required to change, modify, or totally revise any or all of the above assignments including the advertising plan, the strategy and objectives, media schedules, budget allocations etc, as instructed by the NLTMC.
- The Consultant shall assist the NLTMC in maintaining a system for measuring the results of all advertising efforts, including tracking of responses from specific placed media.

## **6.0 PREPERATION OF SUBMITTAL – REQUIRED CONTENT**

Each response to this RFP shall include the information described in this section. Failure to include all of the elements specified may be cause for rejection. Additional information may be provided, but should be succinct and relevant to the goals of the RFP. However, descriptions that tend to be excessive, not “to the point” or too wordy may not be considered favorably. Document pages shall be 8 ½” x 11” in size or folded to such a size.

All submittals shall contain the following elements, and in the order given:

- 6.1 **Cover Letter** with the following information
  - 6.1.1 Name and mailing address of your firm (include physical location in addition if mailing address is a PO Box).
  - 6.1.2 Contact person, telephone number, fax number and email
  - 6.1.3 A statement that the submitting firm will perform the services as described in this Scope of Services

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- 6.2 **Signatory Requirement.** The Cover Letter must be signed by an officer empowered by the Consultant to sign such materials and thereby commit the Consultant to the obligations contained in the RFP response. Further, the signing and submission of a response shall indicate the intention of the vendor to adhere to the provisions described in the RFP. As such, submittals which are signed:
- 6.2.1 For a partnership, shall be signed in the firm name by a partner.
  - 6.2.2 For a corporation, shall have the correct corporate name thereon and the actual signature of the authorized officer of the corporation.
  - 6.2.3 By an individual doing business under a firm name, shall be signed in the name of the individual doing business under the proper firm name and style.
- 6.3 **Firm Description.** A description of the firm, including the year the firm was established, type of organization (partnership, corporation, etc.), and the number of employees. This section shall include the pertinent qualifications of personnel (including sub-contractors) to be used. An organizational chart shall be submitted depicting the project team proposed by the firm and resumes (no more than one page per person) for key personnel including length of service with the firm.
- 6.4 **Experience and Expertise.** Provide a summary of the firm's (including sub-contractors) experience as it relates to the required services. Respondents should clearly identify and address major areas of expertise (as identified in **Section 5.0**) for which they are responding and clearly demonstrates their expertise in said areas. Provide descriptions of previous projects that relate to the services required in this RFP. Identify each project by name and include a brief description of the project. Contractors or agencies with more than 5 years of experience in providing advertising and marketing services are preferred and may be scored higher in the Evaluation Criteria (**Section 7.0**).
- 6.5 **Methodology and Creative Abilities.** Provide a general methodology for accomplishing services you are capable of providing as described in **Section 5.0**. Provide a brief response for each that demonstrates an understanding of the key elements of the project as they relate to the services required herein including development and administration.

- 6.6 **Facilities and Resources.** Provide a complete description of your facilities including equipment, software/design programs and resources available to accomplish the tasks requested herein. Provide separate descriptions of sub-contractors facilities and resources to be used (if applicable).
- 6.7 **References.** List references, including current contact name and telephone number for at least three different relevant projects. Reference should be individuals who have direct experience with the Contractor on the project cited. References will be contacted for information relating to the preceding sections as well as reliability information.
- 6.8 **Price Schedules.** Provide a complete fee schedule for all services to be delivered including hourly rates for all proposed staff (Attachment A). The fee schedules provided in the response shall be the maximum rates to be charged during the first year of the effective period of the agency of record contract and qualified list. Any requests for rate increases after the first year shall be submitted in writing to the NLTMC or its designee no less than 30 days in advance of such a rate increase, and shall not exceed an increase of over 5% from prior year.
- 6.9 **Required Statements.** Include statements of assurance regarding the following requirements: Non-substitution for the designated members of the team without approval by the NLTMC (Section 9.0), non-conflict of interest (Section 11.0), and non-collusion (Section 12.0).

## 7.0 **SUBMITTAL INSTRUCTIONS**

- 7.1 One original and four (4) copies of the RFP shall be received no later than the date and time indicated in Section 3.0 at the office of the North Lake Tahoe Resort Association, 100 North Lake Blvd., Second Floor, Tahoe City, CA 96145 or at PO Box 5459, Tahoe City CA, 96145.
- 7.2 Submit Attachment A – Price Schedule with a complete listing of services and associated fees.
- 7.3 RFP's submitted to a location other than the above will not be considered duly delivered or timely. Neither the NLTRA nor the IVCBVB will be responsible for re-routing RFP's delivered to a person of location other than the specified above.
- 7.4 Late RFP's shall not be accepted under any circumstance.

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- 7.5 Cost of preparation of RFP will be borne by the offerors.
- 7.6 The Agencies reserve the right to waive minor defects and/or irregularities in submittals, and shall be the sole judge of the materiality of any such defect or irregularities.

8.0 **EVALUATION CRITERIA**

Each submittal will be rated using the following criteria and scoring:

Experience and Expertise (Section 6.4)	30%
Methodology and Creative Abilities (Section 6.5)	30%
Facilities and Resources (Section 6.6)	25%
Cost (Attachment A)	15%

9.0 **SELECTION PROCEDURE**

- 9.1 RFP's will be reviewed for responsiveness and responsive submittals further be screened by an evaluation committee in accordance with the criteria listed above. The firms submitting the most highly rated responses may be invited for interviews.
- 9.2 The Agencies reserve the right to make an award without further discussion of the submittal with the offeror(s). Therefore, the RFP should be submitted initially on the most favorable terms that the responding firm may propose.
- 9.3 The Agencies reserves the right to award a contract to the firm(s) who, in the sole judgment of the Agencies, provides the most favorable response(s) to the RFP pursuant to the Evaluation Criteria listed above.
- 9.4 The Agencies reserve the right to reject any or all RFP's, or to waive minor irregularities in said RFP's, or to negotiate minor deviations with the successful firm(s).
- 9.5 The selection committee will be made up of members of the North Lake Tahoe Marketing Cooperative, a committee made up of members of both the NLTRA and the IVCBVB.

10.0 **ASSURANCES OF DESIGNATED TEAM**

Responding firms shall assure that the designated staff, including sub-contractors, is used for the work described in the RFP. Departure or

reassignment of, or substitution for, and member of the designated team or sub-contractors shall not be made without prior notification to Agencies.

11.0 **NON-APPROPRIATION**

The Agencies may terminate any resulting contract at the end of any fiscal year, June 30<sup>th</sup>, without further liability other than payment of debt incurred during such fiscal year, should funds not be appropriated by each governing body to continue services for which the contract was intended.

12.0 **CONFLICT OF INTEREST**

The consultant shall warrant that no official or employee of the Agencies has an interest, has been employed or retained to solicit or aid in the procuring of the resulting contract, nor that any such person will be employed during the performance of such contract without immediate divulgence of such fact to the Agencies.

13.0 **NON-COLLUSION**

Firms submitting proposals shall warrant that their offer is made without any previous understanding, agreement or connection with any person, firm or corporation submitting a separate proposal for the same project and is in all respects fair, without outside control, collusion, fraud or otherwise illegal action. This condition shall not apply to proposals which are submitted by firms who have partnered with others to submit a cooperative proposal that clearly identifies a primary contractor and the associated sub-contractors.

14.0 **ADDITIONAL SERVICE**

Consultant agrees that from time to time the Agencies, independently and separately, may require additional services to be performed that our outside of this contract with the NLTMC. These services will be estimated and billed separately.

15.0 **DISCLOSURE OF PRINCIPALS**

Firm will complete and return with their proposal response, the single copy of the form entitled "Disclosure of Principals" located at the back of this RFP.

16.0 **OPEN MEETING LAW**

NRS Chapter 241 provides that public business will be conducted in compliance with open meeting law requirements.

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**17.0 CLIENT ATTACHMENTS**

Attachment A – Client Sample Budget

**18.0 RESPONDER ATTACHMENTS**

Attachment A – Price Schedule

Attachment B – List of Sub-Contractors

Attachment C – Client List/References

Attachment D – Disclosure of Principals