



Marketing Committee Agenda and Meeting Notice

Tuesday, August 23, 2016 - 2:00 pm
Tahoe City Public Utility District Board Room

NLTRA Mission

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

Tourism Mission

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

Marketing Committee

NLTRA Board
Brett Williams, Chair
Agate Bay Realty

Committee Members

Eric Brandt
Destination Media Solutions

Carlyne Fajkos
Northstar California

Gregg Gibboney
Notched

Christine Horvath
Squaw Valley/Alpine Meadows

Todd Jackson
Big Blue Adventure

Becky Moore
Squaw Valley Lodge

Giles Priestland
The Ritz-Carlton

Marguerite Sprague
Tahoe Public Arts

Placer County Rep
DeDe Cordell

NLTRA Staff
JT Thompson

Quorum
6 Members with 1 Board
Member

Items May Not Be Heard In the Order They Are Listed

Call in information:
Dial: 712-770-4010
Meeting ID: 961-748

- A. Call to Order – Establish Quorum
- B. Public Forum: Any person wishing to address the Marketing Committee on items of interest to the Committee not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Committee on items addressed under Public Forum. (2 - 10 min)
- C. Agenda Amendments and Approval (2 min)
- D. Approval of Marketing Meeting Minutes – June 28, 2016 (2 min)
- E. Departmental Reports Overview (40 min)
 - Conference Sales – J. Neary
 - Leisure Sales – S. Winters
 - Website Content – S. Fallon
 - PR / Social – The Abbi Agency
 - Advertising – Augustine
 - BACC – G. Karl
- F. Event Marketing Task Force Meeting Update & Discussion – Thompson (20 min)
- G. 2016/2017 Work Plan Review and Discussion – Thompson (20 min)
- H. 2016/2017 Final Budget Review – Thompson (20 min)
- I. Six month reporting matrix review for possible revisions – Thompson (20 min)
- J. Call for participation on Org. Structure Task Force / Marketing – Thompson (5 min)
- K. Events & Communications Manager hiring committee – Thompson (5 min)
- L. Committee Member Comments (5 minutes)
- M. Standing Reports (posted on www.NLTRA.org)
 - July DestiMetrics Executive Summary
 - Conference Activity Report
 - Google Analytics Reporting

This meeting is wheelchair accessible

Posted and Emailed (8/19/16 2:00 P.M.)



north lake tahoe

Chamber | CVB | Resort Association

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

MARKETING COMMITTEE MEETING MINUTES Tahoe City Public Utility District Board Room Tuesday, June 28, 2016 – 2 pm

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Brett Williams, Becky Moore, Carlyne Fajkos, Christine Horvath, Marguerite Sprague, Giles Priestland

RESORT ASSOCIATION STAFF: JT Thompson, Ginger Karl, Judy Laverty, Jason Neary, Sandy Evans Hall, Anna Atwood

OTHERS IN ATTENDANCE: Connie Anderson, Erin Wallace, Kristy Oik, Shelley Webb

I. MEETING OF THE MARKETING COMMITTEE

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The Marketing Committee meeting was called to order at 2.04 pm and a quorum was established.

2.0 PUBLIC FORUM

2.1 No public forum.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 M/S/C (Sprague/Moore) (6/0) to approve the agenda as presented.

4.0 APPROVAL OF MARKETING MEETING MINUTES FROM MAY 24, 2016.

4.1 M/S/C (Moore/Priestland) (6/0) to approve the meeting minutes from May 24, 2016.

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

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

- Focusing on the travel schedule for the upcoming FY 2016/17.
- Jason shared the contract with our Chicago rep should be signed this week.
- Busy month with 5 site inspections.

5.2 **Leisure Sales** – JT reviewed the following items with the committee:

- Sarah attended IPW (International Pow Wow) last week. Great attendance.
- Sarah produced an online webinar and has completed 3 webinars and trained over 100 agents so far. This is a trend that we are looking to continue to grow.
- Looking into translating the travel planner into Spanish.
- Finishing up FY 2016/17 Budget.

5.3 **Web** – Shelley reviewed the following information with the committee members:

- Website is running smoothly and businesses are really participating in “Deals”.
- Event producers have done a great job entering their events.
- High Notes and Peak Your Adventure pages are up with photos and videos.

5.4 Advertising – Connie reviewed the following information:

- A final report from SOT should be ready by next month. Website traffic has been great.
- Website traffic has been strong.
- Mobile is up 34% and desktop is down 20%.

5.5 BACC – Ginger reviewed the following information with the committee members:

- Peak Your Adventure just launched on June 14th on Social Media.
- Selfie stations has been delivered to Squaw and Northstar.
- High notes poster will be displayed and sold out the free concerts.

6.0 AUTUMN FOOD & WINE UPDATE DISCUSSION – LAVERTY/THOMPSON

6.1 Judy gave an update on Autumn Food and Wine. JT and Judy had a conference call with the district supervisor at ABC (Alcoholic Beverage Control) to get specific answers to some very important questions. She shared the NLTRA has to send out the original solicitation and any shipping or spirits or wine before 3 days out will need to be shipped to the NLTRA. Shipping within 3 days can be done to Northstar but it can't be co-mingled with purchased goods. NLTRA will be handling all the revenues and pay a site fee to Northstar. Judy stated since this whole scenario has changed since last month's meeting, and it was this committee recommendation that NLTRA sell it to Northstar after this year, Northstar has said buying this event does not seem very enticing.

7.0 FY 16-17 DRAFT NLTRA MARKETING BUDGET REVIEW – JT THOMPSON

7.1 JT reviewed some of the Marketing Special Event programs and shared the draft Marketing Cooperative budget. He asked that the committee members provide input prior to the Marketing Coop meeting this Thursday and he will share it with them. No comments from the committee members on the draft budget.

8.0 SIX MONTH PERFORMANCE REPORT (10/15 – 3/16) REVIEW - THOMPSON

8.1 JT shared the 6 month Performance Report with the committee members. This is something we are contractually obligated to do for the county and one was just finished. This is a great overview of our Marketing Department and what happened in the last 6 months. He will be working with county staff to revise some of the metrics in there for fall.

9.0 DISCUSSION OF SUMMER/FALL PR MESSAGING – ABBI AGENCY

9.1 Connie did a quick recap of June Departmental Reports. Highlights included:

- Connie participated in a Travel Nevada Media FAM in San Francisco. 25 media were in attendance and she had some great appointments.
- Great leads from May Press Trip.
- Working on 2 International trips with Sarah that are coming for Wanderlust. One is Glamour Mexico Magazine and the other is Yoga Journal.
- Social: Peak Your Adventure started and the first ever Instagram Meet-up happened.

Connie shared some of the Performance Results for 2015-16:

1. North Lake Tahoe hosted 29 domestic media FAMs
2. Advertising equivalency increased 280%
3. References to GTN.com in stories increased by 14.7%
4. 3,296 media visited the press room
5. Number of social media followers increased by 32.5%
6. Increased YouTube view by 29.64%
7. Increase in Instagram photos of 92%
8. Increase in social media engagement by 8% during BACC campaigns
9. Newsletter sign up increased by 8.62%

Connie shared the 2 best performing pictures from Instagram Photo Engagement Ads on Social Media. The goal was to drive engagement with direct flight markets and encourage them to follow @tahoenorth on Instagram and click to GoTahoeNorth.com. Audience: Southern California and New York City. Reach on this was: 124,417, Clicks to website: 460, Total Post Likes: 4,923, Followers Gained: 1,737 and Cost per Click: \$2.62. The Facebook Fan Acquisition Ads goal: Grow fanbase

strategically to reach direct flight markets on a long term basis. Audience: Southern California and New York City, Final Performance: New page likes: 2,644, Reach: 72,911 and Cost per like: \$0.48.

The first ever Instagram Meet-Up was held on June 24 at Hyatt Regency. North Lake Tahoe partnered with influencer Spencer Spellman, Reno Tahoe USA and had 23 attendees. This had great engagement and 35 post that was hash tagged #tahoenorthinstameet.

Connie reviewed the different target audiences: The Adventurer/Risk Taker, The Parent, The Nonstop Flight Traveler, The Mountain Professional, The Meeting Planner and the Bride. She also shared the Key Themes for 2015-16: Outdoor recreation and activities, Events, Family, Health/Wellness, Hotel and hotel packages, Shoulder season-specific and Food, Culture and Dining. They will continue to be key themes for 2016-17.

The strategy is to lead visual story-driven strategies across earned, rented and owned audiences. They will do an audit of their own content and analyze it and produce a content calendar that will also help support Augustine. Connie also touched on the Target Media Outlets for 2016-17. She shared the travel industry as a whole doesn't talk back to their audience and their strategy is to individualize tactics for audience on each platform, adopt new changes quickly tactics such as: Instagram Takeovers, Repurposed Videos, Higher frequency, Giveaways, Redesign of newsletter with bigger CTA to YouTube, Instagram. Connie reviewed the 4 areas of focus for this summer: Non-Stop Flight Outreach, Dining, Ale Trail and Winter Long Lead.

10.0 DESTIMETRICS DISCUSSION - THOMPSON

- 10.1 Destimetrics has been very flat overall as well as the Multi Destination Report are down against other destinations about 12%. The Reservation Activity Report are up 73% and Daily Occupancy is flat. JT stated we have lost participation, and will be working on a strategy to boost participation. This is a very valuable report for our destination and our organization but with the lack of properties reporting in we are currently not distributing any reports from Destimetrics.

11.0 RRC SUMMER INTERCEPT RESEARCH FOR POSSIBLE ACTION/APPROVAL - THOMPSON

- 11.1 JT reviewed some of the question for this summer intercept research.

Recommendations from the committee members:

- Make sure the following questions are included on the survey: 1) Spend 2) Travel method 3) Likelihood to recommend the destination 4) Subjective questions including: What are liked about the destination and what could be improved.
- Skewing the number of surveys you get on a weekend vs. midweek.
- Collecting as many surveys on a weekend is important to the information we are trying to get out of this.
- Have RRC set up a detailed methodology for our surveyors.

11.2 M/S/C (Moore/Priestland) to approve the RRC Summer Intercept Survey.

12.0 NLTMC MARKETING AGENCY OF RECORD CONTRACT UPDATE AND DISCUSSION ON SCOPE OF WORK FOR REVIEW/INPUT – THOMPSON

- 12.1 JT stated that Augustine will not be considered as the agency of record, as one agency does not have the lead over the other agency (Abbi Agency). Moving forward all agency has equal say and we will all be working together. JT reviewed the Scope of Work with the committee members including: Primary Research, Account Management, Website Discovery & Analysis, Website Redesign & Development, Strategic Marketing Plan, Creative Production & Collateral Materials, SEM, Paid Digital, Social and Traditional Media and Digital Media Management & Reporting.

Feedback from the committee members:

- Primary Research – add review of public cooperative media plan such as Ski Lake Tahoe
- It was questioned why we have "Website Redesign & Development" in there. JT will change the wording on that. JT did state we are changing from 3 fonts to one font of our website as it's too time consuming to load.

- Brett recommended that staff that went through the evolution with School of Thought, it is important to identify and share the success or things SOT did really well and the things or procedures that didn't work so well and that could be improved upon. JT stated that Augustine did receive all the monthly reports from SOT for the last 2 years.

JT shared that this will be reviewed and discussed at the Board of Directors tomorrow and for review and possible approval by the Marketing Coop Committee this Thursday.

13.0 COMMITTEE MEMBER COMMENTS

- Marquerite said she is happy to hear the travel planner is being translated to Spanish.
- Judy shared her Special events report since it was not included in the departmental reports this month.
- Connie introduced Erin Wallace as a new member to the Abbi Agency.
- Carlynne Fajkos from Northstar was introduced to the committee.

14.0 STANDING REPORTS

The following reports were posted on www.nltra.org:

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

15.0 ADJOURNMENT

15.1 The Marketing Committee meeting adjourned at 4.20 pm.

Submitted By:

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



Human Powered Sports Initiative Marketing Strategy Session

Tahoe City PUD – Thursday, August 18, 2016 – 9 am

Attendees: Amber Burke (Northstar), Todd Jackson (Big Blue Adventure), Andy Chapman (IVCBVB), Bart Petersen (IVCBVB), Phil Segal (Lake Tahoe Paddle Board Assoc.) Bryan Rickaros (Big Blue Adventure), Alex Mourelatos (Mourelatos Lakeshore Resort)

Staff: JT Thompson, Jason Neary, Judy Laverty and Anna Atwood

Introductions

What we're able to do as a Destination Management Organization (DMO) funded by Placer County transient occupancy tax (TOT)

- JT touched on the grant funding process. (The \$25,000 to market human powered sports is separate from that)
- Help grow local events that are already established.
- There are funding resources for events through IVCBVB for events held in Washoe County. The event doesn't necessarily have to be held in Washoe County but looking for lodging properties to get impacted.
- The lead message should be the "experience for your family while you're here."
- Geo target (with surveys) to our target market/audience.
- Use athletes that comes up for training and give them Go Pros.

What's in a name – Human Powered Sports?

- High Altitude Training – promotions around that.
- Clean air and Clean Water
- Health and Wellness, (surgery recovery)
- Use icons – paddle boarder, swimmer, runner...
- Train. Compete. Recover. Repeat. (Tag line)
- Build awareness of other sports for others to explore.
- Who is our target audience? Athletes, spectators or event producers?
- Let's do an inventory of our facilities. Lots of potential in youth sports – lacrosse, soccer. Create a one sheet.

- Knowledge of the area: NOT everyone knows Tahoe! Tahoe is visual.
- Infrastructure – goes hand in hand with this initiative. Invite them to the next meeting.
- Get a Tahoe rep on the board for TAMBA. (John Claussen already a rep. – make sure he is invited to the next meeting)
- Social Media Plan, PR and Media buys, Collateral piece

Event classification

Local

Legacy

Marquis:

Out of town production

- Special Event Policy that defines the different events was already created. Utilize that.

2017 Event Coop Marketing

- Boost midweek stays
- Recommended that if you show us you are booking 4 nights we will pay your registration fee. (Next meeting)
- Integrate packages

Social Media Collaboration – Living Calendar

- We have a living calendar now with events.
- Andy brought up “Featured Events” in place of ads.

Promotion ideas

- King/Queen of the Mountain
- Ultimate athlete / Local or tourist
- Training regime for video content
- We need content. 30 – 90 second videos are really hot right now. User generated content. Refer social media celebrities or athletes to JT.

Sponsorships/Retailer

- Should retailer needs to be included in this conversation? Tahoe Dave’s, Alpenglowl...

- We could reach out without having them attend the meeting
- We need to activate the value – cash.
- Can a DMO be sponsored? Yes, other destinations do it.

Is the formation of sub-committee or task force needed?

- This is needed. JT will more research. First week of October for our next meeting.
- Get a plan rolling by January 1, 2017.
- Should winter sports be involved? Focus on spring, summer and fall with the exception of Nordic.



Marketing, Sales and Events

Objectives

By 2020, we will have increased Destination Visitors (visitors arriving from outside of the drive market) year round to North Lake Tahoe by 10% in summer and winter over summer and winter of 2014/15. *10% increase in summer = 29% arrive by air; 10% increase in winter = 40% arrive by air.

Strategies and Tactics

Advertising

- Work with our partners from Reno Air Services Corporation (RASC) to increase direct air service, and existing capacity from Southern California and other domestic feeder markets.
- Niche audiences and meeting planners will be targeted exclusively through specific content, marketing channels, such as email, search engine marketing, paid social and direct-to-publisher – to facilitate lead generation and visitation.
- Increase long-haul group/conference business. Meeting and event planners are more likely to book during off-season and mid-week, and attendees are more likely to extend stay prior or post event.
- Develop travel package deals and contests with airlines currently flying into Reno.
- Use digital media to test new markets with direct lift into Reno.
- Place large-format video billboards in the international arrivals terminals of LAX and San Francisco International Airport during peak travel times.
- Develop more interest-based itineraries on the website for long-haul visitors who are not acquainted with North Lake Tahoe:
 - Work with local experts, visiting celebrities, major influencers to develop 4 and 5-day itineraries. Create online videos of each itinerary and post on GoTahoeNorth.com. Partner with the Abbi Agency to share the itineraries and videos on social media.
 - Develop in-market GPS-based app that links to the itineraries and provides audio and visual insights for key North Lake Tahoe locations and activities.

Public Relations – Social Media

2016-2017 Strategy: Engage consumers in the long lead travel planning process through personalized emotion-driven content shifting from a telling to showing approach.

- Launch a brand journalism strategy on the blog to include emphasis on visual, descriptive content connecting readers to the stories of the destination. Strategy also includes giving the blog a defined voice and name. Amplify blog content through paid strategy, creating better relationship between content and advertising strategy.
- Create and implement a personalized newsletter strategy including segmentation, drip marketing techniques and tracking in order to personalize content based on personas – including specialized blog posts, deals, giveaways, stories, and tips.
- Use regional and national influencers to engage new nonstop flight markets consistently with North Lake Tahoe’s social media message.
- Highlight midweek offerings of North Lake Tahoe via a persona-based campaign, bookending major events and weekends providing additional reasons to stay or areas to explore all through the view of a local.
- Implement content-driven techniques that close the gap between mobile and desktop by creating adaptable content for each platform.
- Arrange targeted press trips for media reaching the destination’s target audience based on psychographic vs. demographic audience based on the brand pillars.

Leisure Sales

- Strengthening relationships with our international offices to drive tourism year round and mid-week during winter and summer seasons.
- Standardize webinar trainings to increase both international and domestic availability for sales trainings focusing on mid-week stays.
- Monitor brochure information and online information to ensure NLT year round messaging.
- Increase activity product placement in order to generate more incentive for long term visitation with inclusion in activity itineraries.

Conference Sales

- Foster direct relationships at industry meetings and trade shows with organizations and groups that regularly travel to offsite locations for conferences, incentives, conventions, seminars, meetings, training and similar gatherings.
- Focus on Washington DC and East Coast associations (survey meeting/group properties to get fresh insights into current and desired future group customers).
- Improve group/conference/meetings presence on GoTahoeNorth.com. Expand content, include user-generated (testimonials, planner tips, blogs etc.), include downloadable planner tool-kit to help boost meeting/event attendance.
- Develop evergreen group/meeting-focused collateral for tradeshow, mailers, etc.
- Develop quarterly email campaigns to highly-targeted, double-opt in lists, publications lists, etc. to maintain ongoing communication with planners so that North Lake Tahoe is top-of-mind when destination selections are being made.

- Work with our social media team to engage key nationally known influencers on LinkedIn.

Events

- Develop or recruit one special event with national and/or international television coverage in an identified initiative area and/or during a strike zone period.
- Sports Commission Marketing
 - Target event rights holders who have a national presence and events that draw attendees from all over the country such as: Lacrosse, triathlons, extreme athlete challenges, soccer, cycling, running and mountain biking. These groups have an affinity for air travel.

Performance Indicators

Advertising – Marketing

- Increase number of travelers arriving by air by 3% into Reno (RNO) as compared to FY 2015-16.
- Number of lodging referrals increased by 5% over FY 2014-15 during Sept/Oct.

Public Relations - Social Media

- Increase blog's Unique Visitors per Month (UVM) by 10 percent YOY.
- Increase referrals from blog to other gotahoenorth.com pages by 5 percent YOY.
- Increase social media engagement in nonstop flight markets by 5 percent YOY.
- Increase newsletter click-through by 7 percent YOY.
- Increase media coverage in nonstop fly markets by 10 percent YOY.
- This year we will begin measuring *share of voice*. Share of voice is defined as the amount of coverage North Lake Tahoe received in its media coverage – extensive, significant and brief mentions. Therefore, we will be changing this KPI to “Reaching a North Lake Tahoe share of voice mix of 55% extensive mention, 30% significant mention, and 15% brief mention.”
- Increase media clips out of drive market by 10% from fiscal year 2015-16.
- Grow message penetration of stories by 10 percent in each of the brand pillars (Family, Hotel, Wellness, Recreation, and Food, Culture & Dining).

Leisure Sales

- Host two travel trade FAMs per year, one with a summer focus and one with a winter focus.
- Conduct at least 15 annual Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product placement in wholesale and tour operator sales channels by 10% over FY 2015-16.
- Create a travel industry page that connects directly to gotahoenorth.com to highlight the year round destination.

- Attempt to create a leisure sales tracking program with OTAs and/or domestic and international tour operators. This confidential document will allow us to track peak and non-peak room nights.

Conference Sales

- Increase TOT associated with actualized group and meetings business from outside the drive market by 5% over FY 2015-16.
- Increase total leads generated from outside our drive market by 5% YOY.
- Increase total booked revenue from outside our drive market by 5% YOY.

Events

- One or more new events with national and international television coverage held during a strike zone in FY 2016-17.

Resources Required

- See attached Attachment C for Marketing approved budgeted resources.
- See attached Attachment A-3 for detailed Marketing approved budgeted resources.
- See attached NLT Marketing Cooperative approved budgeted resources.



Marketing, Sales and Events

Objectives

By 2020, we will have developed and implemented Three-year Marketing Strategies to adapt to short and long term market dynamics. (ie: events, climate change, demographics). Increase engagement by Millennials by 20%, Increase occupancy in September/October and May/June by 20%.

Strategies and Tactics

Advertising

Create a Millennial strategy to attract larger numbers of this age group to the destination. This includes a focus on targeted digital marketing, research and promotional tactics including, but not limited to:

- Effective digital media execution, leveraging an array of strategic targeting tactics to achieve the intended results of the designated objectives. By employing a full-funnel path-to-acquisition approach, a conversion-focused strategy will engage target audiences and drive users to key points of acquisition – increasing the lift in occupancy. Gathering relevant user data through innovative technology – audience segmented look-alike modeling – will work towards crafting persona profiles, which will be used to optimize campaign performance.
- Conduct new primary research to gain an intimate understanding of how Millennials currently perceive North Lake Tahoe, why do they come to North Lake Tahoe – or why don't they come, what are they looking for in an outdoor activity based destination, how they research, plan and book travel, etc.
- Integrate more user-generated content into GoTahoeNorth – guest bloggers, reviews, photos, videos, etc. (User Generated Content 'UGC' is the most trusted information source for Millennials).
- Coordinate digital advertising promotions and contests to collect user-generated content from social media on an ongoing basis.

- Customize our newsletters based on personal interests. This will increase interest and registrations. It will also provide a format for learning more about our visitors.
- Reposition the signup widget on the home page and automating “Thank you” follow-up responses will increase registrations.
- Micro-target niche audiences whose passions align with spring and fall activities such as: sport fishing (Lake Trout, Mackinaw), fly fishing, golf, mountain biking, sunset dinner cruises, stand-up paddle-boarding, music festivals, kayaking, photography (fall colors), hang gliding, horseback riding, etc.
- Adjust content on GoTahoeNorth.com so that it positions Tahoe as a four-season destination – presenting options for all four seasons as opposed to promoting one season at a time.
- Work with lodging partners and attractions to develop ‘Hotel Month’ value-added packages and promotions.
- Develop Millennial-focused value-based group packages for the spring and fall. Supplement these group packages with promotions and contests designed to increase social media activity.

Public Relations – Social Media

Strategy: Use visual storytelling techniques to lead customers from how to why, inspiring travel decisions through the perspective of locals.

- Implement 2-4 content-driven campaigns of inspirational local’s stories via long-form videos, photos and blogs to tell the stories of North Lake Tahoe. Amplify content through earned, owned and paid media.
- Use local ambassadors and their authentic voice to fulfill the brand promise of the destination (recreation, wellness, value, culture, dining).
- Focus social media posting tactics (i.e. giveaways, Instagram takeovers, quizzes, etc.) on weekdays to show the destinations midweek offerings including value, authenticity, and discovery – all uninterrupted.
- In order to respond to short and long term dynamics, we will use locals to tell the story of secret season travel through a local ambassador program – including local interviews on the blog, local Instagram takeovers, local interviews with media, and better connecting locals to visitors.

Leisure Sales

- Creation of millennial focused itineraries that will be distributed through our database of travel industry and social networks.
- Work with our current tourism client base to promote shoulder season product.

- Building out international and domestic travel industry database to have the ability to send out immediate messaging on travel specials during spring and fall.

Conference Sales

- Create Hot Dates / Hot Rates email newsletter specifically marketed to meeting planners that plan fall and spring season meetings.
- Advertising initiatives will include mid-week and shoulder season messaging, year round.
- Conduct sales missions, site inspections and familiarization tours (FAMs) with a heavy concentration of fall and spring visits.

Events

- Development of a human powered sports task force to ensure that we are placing events in the proper time frame.
- Work with the conference sales department to ensure we have available resources to book events during need periods that also go after a younger demographic.

Performance Indicators

Advertising – Marketing

- Organic search increased by 15% YOY.
- Direct Traffic to GTN.com Increased 10% YOY.
- Total unique visitors to website increased by 8% YOY.
- Lower the average age demographic of website user by five years over the next two years.
- Increase participation in specific in-market marketing initiatives by 15% YOY.
- Reduce bounce rate of the website by 5% YOY.

Public Relations – Social Media

- Number of social media followers increased by 10% YOY.
- Increase social media engagement midweek by 5% YOY.
- Increase social media engagement around secret season content by 5% YOY.
- Increase media placements of secret season travel by 10% YOY.

Leisure Sales

- Increase newsletter database of travel agents located outside the four hour drive market by 20% YOY.
- Increase mid-week occupancy by 7% YOY.

Conference Sales

- Increase group leads in Sept/Oct and May/June by 5% YOY.
- Increase group bookings in Sept/Oct and May/June by 5% YOY.

Events

- Book a minimum of 2 sporting or music events or festivals for early June and/or mid October.

Resources Required

- See attached Attachment C for Marketing approved budgeted resources.
- See attached Attachment A-3 for detailed Marketing approved budgeted resources.
- See attached NLT Marketing Cooperative approved budgeted resources.

**ATTACHMENT A-3
FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET
DRAFT 4/26/2016**

NLTRA Budget Income	Marketing	Conference	Visitor Info	TOTALS	North Lake Tahoe Marketing Cooperative Budget
Placer County TOT Revenue	\$2,625,682	\$ 363,600	\$ 299,923	\$ 3,289,205	Revenue Sources
Other revenue	\$ 135,000	\$ 75,000	\$ 210,000	\$ 210,000	NLTRA
Total revenue	\$ 2,625,682	\$ 498,600	\$ 374,923	\$ 3,499,205	IVCBVB
					TOTAL
					\$ 2,000,000
NON PROGRAM EXPENSES					
Personnel/Overhead Cap - Direct Costs			\$ 848,478		
G+A Cap - Indirect Costs			\$ 553,727		
			\$ 1,402,205		
PROGRAM EXPENSES					COOPERATIVE DIRECT EXPENSES
Training Video Series	\$ 15,000	\$ 5,000	\$ 20,000		Public Relations/Social Media
Sales CRM / CMS	\$ 21,000		\$ 21,000		Leisure Sales
Community Marketing Programs	\$ 80,000		\$ 80,000		Conference Sales
Marketing Cooperative/Media	\$ 1,155,000	\$ 110,000	\$ 1,265,000		Website Content Management
Collateral Programs			\$ 5,000		Consumer Marketing
Conference NTPUD/Event Center		\$ 8,000	\$ 8,000		
Research & Planning	\$ 10,000		\$ 10,000		
SUBTOTAL	\$ 1,281,000	\$ 118,000	\$ 1,409,000		COOPERATIVE PROGRAM EXPENSE
SPECIAL EVENTS - Breakdown attached					Sierra Ski Marketing Council
SUBTOTAL	\$ 524,000		\$ 524,000		Regional Air Service Committee
OTHER PROGRAMS					Research
Transportation Marketing	\$ 48,000				DestiMetrics
Cross Country/Nordic	\$ 6,000				CRM/CMS Upgrade
High Notes	\$ 20,000				VisitingLakeTahoe.com
Bike Tahoe	\$ 4,000				Photography/Video
Performance Review	\$ 6,000				Fulfillment
BACC Product Campaigns	\$ 80,000				Website Maintenance
SUBTOTAL	\$ 164,000				Email Marketing
					TOTAL
TOTAL	\$ 1,969,000	\$ 236,000	\$ 20,000	\$ 3,499,205	\$ 2,000,000

NOTE: Actual expenditures may be different based on market conditions, opportunity analysis, or following Committee and Board action

1

**ATTACHMENT A-3
 FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET
 DRAFT 4/26/2016**

SPECIAL EVENTS BREAKDOWN

Spartan World Championship	\$ 210,000
Tough Mudder	\$ 50,000
WinterWonderGrass Sponsorship	\$ 15,000
Autumn Food & Wine + Sponsorship	\$ 30,000
Amgen Tour of California Sponsorship	\$ 27,000
Human Powered Sports Series	\$ 25,000
Sky Run Sponsorship	\$ 10,000
Tahoe Summit La Cross Sponsorship	\$ 5,000
July 4th Sponsorship	\$ 40,000
Event Development Opportunities*	\$ 112,000
Sub total	\$ 524,000

*Tentative / Pending Special Events / tab 2

H-2

*Tentative / Pending Special Events \$112,000

Event	Cost Estimate
Wanderlust*	\$35,000 +/-
FIS Womans World Cup*	\$40,000 +/-
Tahoe Film Festival*	\$5,000
Possible ATOC Men's Sponsorship**	\$15,000 +/-
New event marketing oppertunities	\$10,000
Event development / Team California***	\$7,000
Total	\$112,000 +/-

* Negotiations are still underway. I would hope this doesn't go public until we have finalized sponsorship details. If this did go public it would put us at a competitive disadvantage.

**Negotiations will not begin on this until July 2016.

***This is a group of other CA desinations that are forming a unified group to highlight CA as the #1 sports destination in the country. We will collaborate on efforts to market the destination at industry tradeshows and other advertising oppertunities.

Search Engine Referrals
Organic Search Engine Results
Avg. Amount of #1 Positions
Avg. Amount of 1st Page Positions
Avg. Amount of 2nd Page Positions

H5

GoTahoeNorth.com Geographic Breakdown

Top five cities and percent of total visitors	FY 2016-17	FY 2015-16
1		
2		
3		
4		
5		
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	FY 2016-17	FY 2015-16
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		

Can we change this breakdown as follows
 Regional - Nor Cal & Nor Nevada
 National

H-6

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

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

Added this to track individual sales efforts

Travel Trade/Sales

Total Travel Trade Spend
 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

This shouldn't be measuring # of pages in a brochure as many are online only.
 We should be measuring # of properties included in product.

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

Number of NLTRA listed properties with Domestic Suppliers
 Number of NLTRA listed properties with International Suppliers

Both of these are redundant with the info above

H9



Organization Structure Task Force Report

June 14, 2016

Prepared by

Sandy Evans Hall and Lauren O'Brien with Shift Communications

I-1

Table of Contents

1. Introduction	page 3
a. Current Structure	
b. Challenges	
2. Task Force Participants	page 4
3. Meeting Schedule and Agendas	page 5
4. SWOT Analysis	page 6
5. Recommendations	page 7
a. Marketing/Destination Marketing Organization	
b. Capital Investments and Transportation	
c. Chamber of Commerce	
d. Governance	
e. Branding	
Appendix: Google Survey Results	page 19

Introduction

Board Planning Retreat 2015

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

Specifically, staff was tasked to:

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

Current Structure

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

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

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

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

Task Force Participants

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

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

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

Meeting Schedule and Agendas

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

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

Meeting #1 – Feb. 26

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

Meeting #2 – March 25

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

Meeting #3 – April 22

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

Meeting #4 – May 25

- Review Governance Structure
- NLTRA Current Brand
- Comp branding

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

SWOT Analysis

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

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

Task Force Meeting and Recommendation Summary

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

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

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

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

General Information:

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

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

I-7

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

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

Recommendations: Marketing/Destination Marketing Organization

Work with Marketing subcommittee to:

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

Pros:

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

Cons:

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

Chamber of Commerce

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

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

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

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

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

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

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

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

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

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

Recommendations: Chamber of Commerce:

Work with small subcommittee to:

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

Pros:

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

Cons:

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

Capital Investments and Transportation

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

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

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

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

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

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

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

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

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

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

Recommendations: Capital Investment and Transportation

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

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

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

Pros:

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

Cons:

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

Contracts

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

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

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

F-13

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

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

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

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

Recommendations: Contract

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

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

Pros:

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

Cons:

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

Governance

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

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

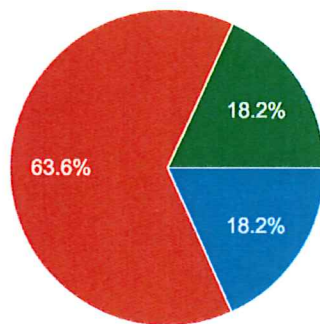
After much conversation and discussion about the governance, the group landed on three possible scenarios for governance:

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

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

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

Governance (11 responses)



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

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

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

I-16

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

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

Recommendations: Governance:

Work with subcommittee of the Board and Community to:

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

Branding

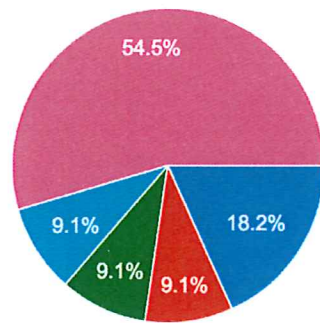
After viewing websites of each of the comparable destinations there were a couple of suggestions that emerged. First, it was agreed that the North Lake Tahoe Resort Association doesn't accurately describe the work of the organization, thus leading to confusion by visitors, residents, and partners.

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

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

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

Possible Names (11 responses)



- North Tahoe Chamber (of Commerce and Visitor) Bureau shortened to No...
- North Tahoe Chamber and Tourism Office
- North Tahoe Tourism Office and Chamber (of Commerce)
- North Tahoe Chamber (one name f...
- North Tahoe Chamber Resort Asso...
- North Tahoe Bureau (Visitor) and C...
- Other: Please write down your idea...

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

Recommendation: Branding/Naming

Work with Governance Committee above to:

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



Organization Structure – Next Steps

Marketing –Set up: JT Thompson, Sandy Evans Hall

Form Task Force to include:

- Organization Task Force Members: (Andy Chapman, Brett Williams), Marketing Committee members, Staff
- Chair TBD

Direction:

- Review and augment comparative analysis
- Evaluate footprint of Cooperative Partnership, look at expanding to Truckee and South Lake Tahoe or other areas for project specific marketing
- Investigate TBID

Timeline:

- Form Task Force in August
- First meeting in September
- Establish goals, work plan, and timeline
- Report back to Marketing Committee and NLTRA Board regularly

Chamber – Set up: Ginger Karl, Sandy Evans Hall

Form Task Force to include:

- Organization Task Force Member(s) (Adam Wilson), Business Association EDs, member businesses, other stakeholders, Staff
- Chair TBD
- Facilitator TBD

Direction:

- Identify duplication with Business Associations, what do other comparable destinations do?
- Explore how to strengthen Chamber in programs and funding, possible advocacy role with CI/T

- Look into hiring a facilitator that would be unbiased – seek funding from stakeholders? Possibly fund with Research & Planning (CI/T)
- Conduct a gap analysis via focus groups in each geographic area – what do businesses need or want the Chamber to do for their business
- Create a Chamber Committee tasked with the oversight and direction of programs and resources

Timeline:

- Form Task Force in August
- First meeting in September
- Establish goals, work plan, and timeline

CI/T Committee – Set up: Ron Treabess, Sandy Evans Hall

Form Task Force to Include:

- Staff, Organization Task Force member(s), CI/T Committee Members (Jaime Wright, Will Garner, Erin Casey, Samir Tuma, Mike Staudenmayer – OTF member also)

Direction:

- Identify pros/cons for switching administration of all projects to the County and what the best level of administration should switch
- Identify any cost or revenue impacts from this action
- What role in administration should remain at the NLTRA
- Prescribe ways to strengthen community voice and role of advocacy

Timeline:

- Form Task Force in August
- First meeting in August, second in September
- Establish goals, work plan, and timeline

Administration – Set up: Erin Casey, Sandy Evans Hall

Form Task Force to include:

- Jennifer Merchant, Erin Casey, David Boesch, Sandy Evans Hall, NLTRA Board Members (Samir Tuma, David Tirman, Adam Wilson), Legal Counsel, Organization Task Force Member(s)
- Chair TBD

J-2

Direction:

- Multi-year contract with annual budgets and work plans
- Institutional knowledge to be captured in an appendix- operational agreement
- Use of collaborative language

Timeline:

- This will be the last element to work on - possibly start in September, depending on the progress of the CI/T and Marketing and Chamber Committees

Board Governance – Set up: David Tirman, Sandy Evans Hall**Form Task Force to include:**

- Board Members (Samir Tuma, David Tirman plus others), Organization Task Force member(s), Staff
- Chair TBD

Direction:

- Determine whether membership votes by ballot or accepts a recommended slate (be sensitive to “good old boy club”) Also could have a portion be appointed members
- Explore how to expand the flexibility of the board
- Determine maximum and minimum number of board members and representation (recommended max. 15)
- Confirm role of County on the Board (recommended elected officials be voting members, staff be ex-officio or advisory)
- Consider factions that might have an appointed or elected seat on the board such as Education and Health Care

Timeline:

- Appoint Task Force in August
- Begin meeting in September
- Establish goals, work plan, and timeline



north lake tahoe

Chamber | CVB | Resort Association

JOB TITLE: Events & Communications Manager

DEPARTMENT: Marketing

STATUS: Exempt

JOB OVERVIEW:

Responsibilities include developing, leading and implementing the strategies and tactics for the North Lake Tahoe Resort Association (NLTRA) special event grant program, NLTRA sponsored special events, assist with event recruitment, sponsorship and contract management, permit assistance, and ROI analysis. Oversight of special/sponsored event related public relations, community relations, media relations, and visitor research for the destination. This includes, but is not limited to stakeholder communications, writing and proofing press releases and tracking all promotions and advertising.

REPORTS TO: Tourism Director

KEY RELATIONS:

Internal: CEO, Director of Sales, Leisure Sales Director, Director of Visitor Services and Membership Manager.

External: NLTRA Board of Directors, NLTRA Marketing Committee, NLT Cooperative Marketing Committee, Placer County Executive's Office, Business Association Chamber Collaborative (BACC), Advertising/PR agencies, media, website contractors and community organizations.

STANDARD EXPECTATIONS:

The position requires professional communication skills, strong computer skills, especially word, excel, publisher, and power point. In addition, knowledge of basic graphic design, use of WordPress, internet and web site management. Excellent organizational skills, writing and public speaking skills with the ability to adapt to changing situations is also required. Some travel and weekend work will be required.

QUALIFICATIONS:

Essential:

1. 5 years experience in event production and public relations
2. Computer proficiency and strong administrative skills

Desirable:

1. Understanding of the destination marketing industry
2. College degree

SKILLS:

Essential:

1. Strong communication skills, both written and oral
2. Organizational and planning skills
3. A good listener
4. Must be a team player
5. Proactive
6. Strong work ethic without direct supervision

Desirable:

1. Creative and graphic design skills

Page 2
Events & Communications Manager

ESSENTIAL JOB FUNCTIONS:

Events

- Manage and coordinate all aspects of special event sponsorship contracts.
- Assist with the creation and management of the department's annual budget.
- Together with the membership department, coordinate events messaging to keep Chamber Membership and the North Lake Tahoe community updated on programs and events.
- Assist in planning, promoting and coordinating special events including but not limited to customer appreciation events, press trips, customer FAM trips and outdoor activities.
- Assist event organizers with implementation of measurement matrix for all sponsored, grantees and special events.
- Assist event organizers with event logistics when requested, including but not limited to: permitting, venue search and sponsorships.
- Create a return on investment report on all sponsored special events.
- Manage all aspects of Special Event Grant Funding process.

Communications

- Assist with planning and execution of the annual event public relations plan.
- Maintain regular communications and task management with public relations agency and website content manager.
- Manage aspects of special events marketing strategy, including but not limited to: updates to the website, social media, email strategy, reviewing trends to determine additional avenues of revenue generation, evaluating monthly reports, providing progress reports to senior management and board.
- Attend bi-weekly meetings with the marketing and public relations agencies.
- Assist agency with press releases on special achievements, activities or events that relate to the destination.
- Research and consolidate content with agencies for website distribution channels, social media, blog and quarterly leisure and conference newsletters.
- Assist in the execution of media events and promotions when needed.
- Coordinate with the marketing team to insure the photo and video gallery on the GoTahoeNorth.com website is updated and current.
- Assist the Leisure Sales Director with international public relations activities as requested.
- Produce monthly reporting for distribution to committees and board of directors.
- Plan and implement regularly scheduled meetings with the public relations managers at our resorts, including creating the agenda for each meeting.

EDUCATION:

- College degree preferred.

EXPERIENCE:

- Previous management level experience; specific hospitality experience preferred.
- Previous marketing or public relations experience in North Lake Tahoe preferred.
- Strong knowledge of North Lake Tahoe area preferred.

LICENSES OR PERMITS REQUIRED:

- Valid State of California or State of Nevada Driver's License.
- Valid ID, green card or resident card, if not a U.S. citizen.

PHYSICAL AND ENVIRONMENTAL CONDITIONS:

- This office position requires long periods of sitting, typing, ability to lift 25 lbs., travel independently with own transportation. We also require that candidate has moderate hiking experience and intermediate skiing/snowboarding ability to escort clients when needed.

POSITION OPEN UNTIL FILLED / NO PHONE CALLS

Please **email** current resume with cover letter and salary requirements to;

JT Thompson, Tourism Director

North Lake Tahoe Resort Association

jt@gotahoenorth.com

K-2