



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

**AGENDA AND MEETING NOTICE
MARKETING COMMITTEE
Tuesday, February 22, 2011
TAHOE CITY PUBLIC UTILITY DISTRICT OFFICE**

NLTRA Mission

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

NLTRA Tourism Division Mission

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

Meeting Ground Rules

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

**Marketing
Committee
Members**

NLTRA Board:

Deanna Gescheider
Ron Parson
Barb Cohen

Committee

Members:
Heather Allison
Debra Dudley
Kevin Hickey
Christine Horvath
Julie Maurer
Becky Moore
Les Pedersen
Brett Williams

Placer County Rep:
Jennifer Merchant

Quorum

2 Board Members
1 Lay Member

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

- A. Call to Order – Establish Quorum
- B. Public Forum: Any person wishing to address the Marketing Committee on items of interest to the Committee not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Committee on items addressed under Public Forum. (3 min)
- C. Agenda Amendments and Approval (2 min)
- D. Approval of Marketing Meeting Minutes – January 25, 2011 (3 min)
- E. Discussion and Direction on High Level Marketing Goals and Objectives (30 min)
- F. Discussion and Direction on Small Lodging Marketing Effort (15 min)
- G. Discussion and Direction on Summer Media Planning (15 min)
- H. Discussion, Review and Direction on Request for Proposal for Advertising Agency (20 min)
- I. Discussion and Possible Action on Use of \$199,755 in Fund Balance Carryover (20 min)
- J. Departmental Reports
 - o Advertising
 - o Conference Sales
 - o Leisure Sales
 - o Special Projects
 - o Website Content
 - o Social Marketing

- Public Relations

K. Committee Member Comments (*5 minutes*)

L. Standing Reports (posted on www.nltra.org)

- January MTRiP Report
- December Reno Tahoe Airport Report
- January Search Engine Optimization Report
- January Web/GeoTracking Report
- January Lodging Referral Report
- Conference Activity Report

Posted and Emailed



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

MARKETING COMMITTEE MEETING MINUTES
January 25, 2011 – 1 pm

Tahoe City Public Utility District-Conference Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Ron Parson, Heather Allison, Kevin Hickey, Brett Williams, Deb Dudley and Julie Maurer

RESORT ASSOCIATION STAFF: Andy Chapman, Jeremy Jacobson, Jason Neary, Judy Laverty, Emily Sullivan and Kym Fabel

OTHERS IN ATTENDANCE: Pettit Gilwee, Alanna Crete, Wendy Hummer, Cathy Davis, Shelley Fallon, Beverly Lewis and Ronele Klingensmith

I. MEETING OF THE MARKETING COMMITTEE

1.0 CALL TO ORDER – ESTABLISH QUORUM

- 1.1 The Marketing Committee meeting was called to order at 1:05 pm by stand-in Chair Ron McIntyre and a quorum was established.

2.0 PUBLIC FORUM

- 2.1 No public forum.

3.0 ELECTION OF MARKETING COMMITTEE CHAIR

- 3.1 The Committee elected Les Pederson as chair of the Marketing Committee for 2011.
- 3.2 **M/S/C (Parson/Williams) (8/0) To Elect Les Pederson as Chair of the Marketing Committee for 2011.**

4.0 WELCOME NEW AND RETURNING COMMITTEE MEMBERS

- 4.1 Andy welcomed the new Marketing Committee members; Barb Cohen, Heather Allison and Kevin Hickey and welcomed back the returning Marketing Committee Members; Deanna Gescheider, Ron Parson, Christine Horvath, Julie Maurer, Becky Moore and Brett Williams

5.0 AGENDA AMENDMENTS AND APPROVAL

- 5.1 Andy made an amendment to the agenda adding Deb Dudley to the NLTRA Committee Members represented on the Marketing Committee.
- 5.2 **M/S/C (Dudley/Parson) (8/0) to approve the Marketing Committee agenda with the amendment adding Deb Dudley to the NLTRA Committee Members represented on the Marketing Committee.**

6.0 APPROVAL OF THE MARKETING COMMITTEE MINUTES FROM THE MEETING ON DECEMBER 9, 2010

- 6.1 M/S/C (Dudley/Parson) (8/0) to approve the Marketing Committee minutes from December 9, 2010.

7.0 PRESENTATION ON PLACER LAKE TAHOE FILM OFFICE

- 7.1 Beverly Lewis presented on the past year's activities and results of Placer Lake Tahoe Film Office. Beverly described the information provided in the Marketing Packet including the 2010 Economic Impact, Fiscal Year Comparisons and some media coverage. She reported that they were up 16% over last years figures for the numbers of productions shooting in Placer County and 61% over last years figures for economic impact. Only 1 in 74 that qualified for the new California Film and TV Tax Credit program in first year (2009-2010) shot outside of the Los Angeles drive zone. Les asked Beverly about the tax credit. She said it may change to 25%. Beverly reported that they are looking at giving a cash rebate amount of \$5000 to production companies that produce more that \$5000 in TOT. This will encourage production companies to stay and film in Placer County. The Committee asked how the film office will budget the \$5000 given back to production companies. She replied they are still working on the budget at this time. Brett asked how production company leads are distributed to lodging properties. She stated that the leads go through Jason Neary and he distributes the leads. She asked the Committee to let her know if they had any suggestions or ideas to increase filming in Placer County. Les informed the Committee that the production companies sometimes contact the hotel directly; if that occurs then the lodging property should inform Beverly.

Action: Committee to contact Beverly with any suggestions or ideas to increase filming in Placer County.

8.0 PRESENTATION ON NORTH LAKE TAHOE SOCIAL MEDIA PLATFORM

- 8.1 Ronele Klingensmith with RKPR manages the North Lake Tahoe Marketing Coop social media. She reported on the current North Lake Tahoe social media platform. She described North Tahoe's facebook page and how it's used as a marketing tool. She also described how twitter markets North Lake Tahoe effectively and is currently rated at #1 in North Lake Tahoe by Twitaholic. She described the information distributed through the gotahoenorth.com blog; which includes Pettit's press releases and local published news. They also launched North Lake Tahoe on Foursquare in early November. Foursquare is used to post tips on area locations. She described the usage of FLICKR for viewing photos. They also upload videos to view on YouTube. She stated that they strive to be authentic, engaging and aware of building North Lake Tahoe as a destination through social media. Les asked if a goal should be set to increase social media followers. She replied that there is a six month plan in place that shows increased followers. Brett asked how the social media relates to the goals already in place in the Six Month Strategic Plan, especially during the "Strike Zones" and increased visitors during events. Andy stated that he keeps Ronele informed of current market trends and special events. Ron Parson asked if there was a goal in place for the current social media marketing. Andy replied that a big part of social media is being actively engaged and then weaving in the "marketing message" that is currently in place. Les suggested that all the different media channels use the same message. Ronele said the messages are coordinated but phrased very differently. This is due to different types of social media users perceiving messages very differently. The Committee discussed how Amgen will be marketed through social media. Andy replied that the Amgen Tour of California websites feeds are re-posted on our website and is a message that is consistent in all of the social media outlets.

9.0 DISCUSSION AND POSSIBLE ACTION TO APPOINT THE NORTH LAKE TAHOE RESORT ASSOCIATION MARKETING COOPERATIVE COMMITTEE MEMBERS

- 9.1 Andy gave the Committee a brief overview of the North Lake Tahoe's Marketing Cooperative Committee. He stated that the Committee is comprised of four members from each organization, including an Executive Director, one community member and two board members from each organization. Presently two NLTRA board members; an Executive Director and one lay member need to be appointed to the Committee. After discussion Ron Parson suggested; Ron McIntyre, Ron Treabess, Deanna Gescheider and Les Pederson be appointed to serve on the Cooperative Marketing Committee.
- 9.2 **M/S/C (Parson/Pederson) (9/0) The Committee recommends for NLTRA Board approval; Ron McIntyre, Ron Treabess, Deanna Gescheider and Les Pederson be appointed to the Marketing Cooperative Committee**
- 10.0 PRESENTATION/DISCUSSION AND REQUEST FOR DIRECTION TO STAFF SIX MONTH STRATEGIC PLANNING AND FY 2010/2011 BUDGET DEVELOPMENT PLAN**
- 10.1 Andy gave a brief overview of the Six Month Strategic Planning and Budget Development Process for the period of January through June. Andy asked if the Committee had any changes or suggestions. Parson stated that this has been a big year of change and would like to review the plan as a Committee. Andy asked if he felt the changes should be made at the Committee level. Ron said yes the Marketing Committee should look at the Six Month Strategic Plan and compile ideas/changes to present to the NLTRA Board. Andy replied that the Committee could review the Six Month Strategic Plan at the next Marketing meeting. Deb asked the Committee members to attend the NLTRA Board meeting when the Committees ideas/changes are presented. Andy will ensure that all Committee members have the one year plan in the next few days.
- Action: Andy sends one year plan to Committee members in the next few days.**
- 11.0 UPDATE ON NORTH LAKE TAHOE WEDDING AND HONEYMOON ASSOCIATION DISSOLVING**
- 11.1 Andy reported that the North Lake Tahoe Wedding and Honeymoon Association Board of Directors decided to dissolve the organization at the end of November, 2010. The Marketing Cooperative has funded the North Lake Tahoe Wedding and Honeymoon Association \$75,000 annually to be used as marketing funds. The North Lake Tahoe Wedding and Honeymoon Association matched the funds through membership sales for operational costs. They were unable to sell memberships and decided to dissolve the association. Currently there are funds available in the Cooperative budget to market weddings. Smith and Jones and EXL Media have created a marketing plan utilizing the available funds. Ron Parson suggested that weddings should be a marketing objective. Ron McIntyre asked what happens to the left over members from the North Lake Tahoe Wedding and Honeymoon Association. Andy replied the Co-op may consider creating a Wedding Advisory Group to meet as needed with the Marketing Committee. Les suggested that the new Lodging Committee head up that effort.
- 12.0 REVIEW OF PROPOSED NORTH LAKE TAHOE WEDDING MARKETING PLAN**
- 12.1 Alanna and Wendy reviewed the proposed Wedding Marketing Plan in the Marketing packet. Wendy reported that around 70% of information concerning weddings is gained via internet rather than print. The Cooperative funds would be spent on Print, Destination Print and mainly Internet. Les asked about placing an ad in "Here Comes the Guide." Wendy will check in to it and report back to the Committee. Andy stated that weddings will be incorporated into the current social media outlets and PR efforts. Ron Parson asked if the NLTRA is going to take over the North Lake Tahoe Wedding and Honeymoon Association's website. Andy said no, that Tahoe Guide has taken it over but has allowed current North

Lake Tahoe Wedding and Honeymoon members to remain on the site for one year. Ron Parson asked the Chamber to correctly tag Members on the website that are wedding related and suggested the Chamber sell memberships to old members of the Honeymoon Association. He also suggested a "Wedding Open House" week to entice couples to get married in Tahoe. Andy said that the Wedding and Honeymoon association was working on a "Wedding Giveaway" prior to dissolving and will be moved to next year. The Committee discussed attending Bride Expos. Jason suggested hiring another salesperson that would sell weddings specifically.

Action: Wendy to check about placing ad in "Here Comes the Guide" and report results to the Committee.

Action: Chamber to tag Members on the website that are wedding related and sell memberships to old members of the Honeymoon Association.

13.0 DEPARTMENTAL REPORTS- The following reports were posted on www.nltra.org

13.1 Advertising- Alanna reported on media for December and January on Print, Internet, Outdoor, Direct response and the Website. She stated that the Snow Trigger campaign is set to start.

13.2 Conference Sales-Jason reported on the Conference Sales. He is working on short term sales efforts at this time. The new Conference planner should be out in the next few weeks.

13.3 Leisure Sales-Jeremy reported on Leisure Sales.

13.4 Special Projects-Judy reported on the Special Event/Projects.

13.5 Web- Shelley reported on the website updates. She stated that the lodging page is fully updated. Ron Parson asked about the member links due to funding by TOT. Andy said that there has been discussion about all lodging partners being linked. Ron Parson suggests this item be added to the Lodging Committees agenda next week for discussion then to the board for approval.

13.6 Public Relations-Pettit reported on the public relations report.

Action: Item added to Lodging Committees agenda concerning Member links and TOT Funding.

14.0 STANDING REPORTS

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

- DECEMBER MTRiP REPORT
- NOVEMBER RENO TAHOE AIRPORT REPORT
- DECEMBER SEARCH ENGINE OPTIMIZATION REPORT
- DECEMBER WEB/GEO TRACKING REPORT
- DECEMBER LODGING REFERRAL REPORT
- CONFERENCE ACTIVITY REPORT

15.0 ADJOURNMENT

15.1 The Marketing Committee meeting adjourned at 2:55 pm.

Submitted By:

Emily Sullivan, Programs Assistant
North Lake Tahoe Resort Association



February 22, 2011

To: Marketing Committee

Fr: Management Team

Re: Presentation/Discussion and Request for Direction to Staff -
Six Month Strategic Planning and FY-2010/2011 Budget Development Process

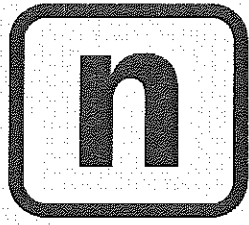
Background

Consistent with established Board direction, each year staff prepares a Six Month Strategic Planning and Budget Development Process for the period of January through June. The purpose of this process is to solicit input and guide development of NLTRA strategic plans and budget development for the subsequent fiscal year. NLTRA strategic plans include the Infrastructure and Transportation Integrated Work Plan and Long Range Funding Plan, Marketing Strategies and Marketing Plan, and the North Lake Tahoe Chamber of Commerce Business Plan. Outcomes of this process include updates to each of the strategic plan, development and adoption of the NLTRA Budget for the subsequent fiscal year, and preparation of an updated NLTRA Strategic Business Plan for the subsequent fiscal year.

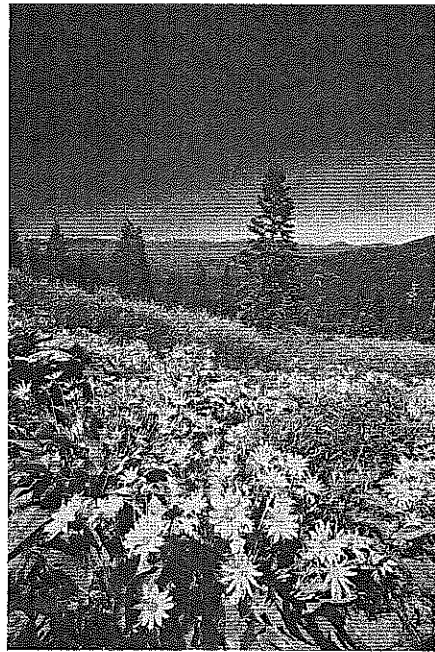
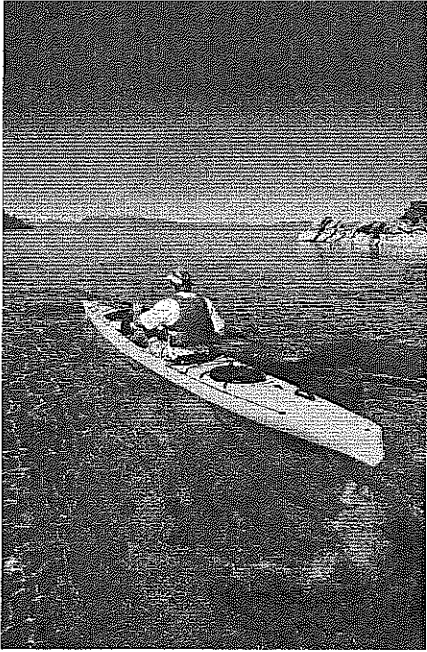
At its meeting last month, the Marketing Committee asked for an agenda item on the February meeting to review and revise if necessary the overall, high level goals and objectives of the NLTRA Marketing efforts.

Requested Action

Attached to the staff report is the current 2010/11 Strategic Marketing Plan. Staff review the high level goals with the committee and requests direction in moving the planning process forward.



north lake tahoe





North Lake Tahoe FY 2010-11 Marketing Strategy

The strategies outlined in this document are intended to provide direction and are not rigid or inflexible. The document does not represent a specific set of marketing strategies and action plans that cannot be changed during the year period.

North Lake Tahoe FY 2010-11 Marketing Strategy

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Executive Summary

The NLTRA's mission is to promote tourism and benefit business. Through its contract with Placer County, NLTRA is charged with providing a full spectrum of management activities for tourism marketing and visitor services for businesses of the North Lake Tahoe area. These responsibilities are assigned to the NLTRA's Tourism Division and are generally consistent with those of the destination marketing organizations in other resort communities.

The purpose of the FY 2010-11 Marketing Strategy is to provide a practical roadmap for the North Lake Tahoe Resort Association's tourism efforts. This plan uses as its base the *1994 Tourism Master Plan*, the *North Lake Tahoe Tourism and Community Investment Master Plan* (July 2004) and the current *Three Year Marketing Strategy 2007 – 2009*.

There were a number of accomplishments associated with the strategies set forth in the 2007-2009 document, which was adopted by the NLTRA Board of Directors. This Executive Summary provides an overview of the accomplishments and outcomes of the 2007-09 Three Year Marketing Strategy. These accomplishments and outcomes were taken into consideration in the process of developing the strategies for FY 2010-11 Marketing Strategy.

Cooperatively Promote Tourism Based on Shared Objectives

- Continued and expanded the North Lake Tahoe Marketing Cooperative efforts
- Participated in several regional marketing cooperatives designed to promote the region, leverage budget resources, and increase awareness to the destination traveler. These programs included Sierra Ski Marketing Council, Regional Marketing Committee, North Lake Tahoe Wedding and Honeymoon Association, Placer-Lake Tahoe Film Office, California Travel and Tourism Commission (CTTC) Winter Snow Campaign
- Leveraged budget resources to maximize marketing efforts
- Worked with area Community Business Associations to develop programs to enhance the North Lake Tahoe experience

Conduct Brand Development

- Evolved the NLT brand campaign with the introduction of the "N North Lake Tahoe" creative execution
- Refined the www.GoTahoeNorth.com website to further align with the brand

Conduct Market Research

- Continued utilization and expansion of the Mountain Travel Research Project.
- Developed a series of research projects in the Northern California/Bay Area and Southern California markets.

Maintain a Balance in Expending Resources between Markets

- Through its annual Marketing Plans, the NLTRA made adjustments, as appropriate and consistent with opportunities, to maintain the balance of marketing expenditures between the traditional drive market of Northern

California and destination markets. Guiding this balance was the need to ensure top of mind awareness in the drive market with the NLTRA's mission to develop and sustain new destination markets, focusing on those with relatively easy air access to Reno/Tahoe and a propensity to travel to our destination.

Develop and Sustain New Destination Markets

- Continued development of programs in the Los Angeles and San Diego markets promoting the region as a viable alternative to other traditional vacation destinations
- Worked with regional partners and CTTC to coordinate and support international representation in the U.K. and Germany. The NLTRA also developed a representation program in Mexico

Develop Programs to Support Off-Peak Visitation

- Continued support of the Fabulous Fall Festival as an umbrella festival to market and promote special events throughout the region during fall
- Continued to produce and further develop the Autumn Food & Wine Festival; encouraging and assisting in the promotion of new events in the community, organized and sponsored by other organizations, but marketed as part of the festival
- Developed and promoted the North Lake Tahoe regional as an adventure race destination during the fall season
- Continually communicated with our consumer database on a monthly basis throughout the entire year, promoting various off-peak activities and events

Contingency Planning

- Developed programs using various trigger campaigns such as snow fall, last minute opportunities and demand periods

Plan Context

For more than 30 years, the Tahoe North Visitors and Convention Bureau (TNVCB) has been the primary destination marketing organization for eastern Placer County and the greater North Lake Tahoe region. As documented in the 2004 *North Lake Tahoe Tourism and Community Investment Master Plan*, a proven definition of a destination marketing organization (DMO) is one whose function is *"to cooperatively promote tourism based on shared objectives among and between participating member businesses and constituents which are more effectively and efficiently accomplished collectively than independently."*

In 1995, the TNVCB became the Tourism Division of the North Lake Tahoe Resort Association (NLTRA). The North Lake Tahoe Resort Association's adopted mission statement directs the organization to promote tourism and benefit business. Through its contract with Placer County, the NLTRA is charged with providing a *"full spectrum of management activities for tourism marketing and visitor services for businesses of the North Lake Tahoe area."* These responsibilities are assigned to the NLTRA's Tourism Division and are generally consistent with those of destination marketing organizations in other resort communities.

North Lake Tahoe's Tourism Economy

As documented in *The Economic Significance of Travel to the North Lake Tahoe Area* (Dean Runyan Associates, August 2009), visitor spending grew to \$361 million in 2008, a 2.2% increase from over the 2003-2008 period. Additionally the bulk of the regions employment and earnings are generated through visitor spending made in lodging accommodations, food services and recreations. Without this positive flow of revenues, the citizens of North Lake Tahoe would be challenged to provide for themselves in a manner consistent with an otherwise vibrant tourism economy. Likewise, without tourism based revenues, Placer County and local governmental agencies in the North Lake Tahoe area would find it increasingly difficult to fund vital public services. Clearly, tourism and the income and revenue it generates must be sustained and grown to ensure regional prosperity and health. Sustaining and growing the economic engine of tourism must and can be accomplished in a responsible manner, consistent with environmental and community values.

Approach and Methodology

The NLTRA takes a three step approach to the development of marketing directions, strategies and plans. The first step is to establish a vision and overall direction. The 2004 Master Plan continues to be the guiding document for these efforts. Second, consistent with Master Plan marketing recommendations, the NLTRA needs successful long-term tourism development strategies. Such strategies were first outlined in the previous *Three Year Marketing Strategy, 2005-2007*, were updated in the *Three Year Marketing Strategy, 2007-2009* and further refined in the organizations 6 month seasonal planning strategies. This *FY 2010-11 Marketing Strategy* builds on the success of the previous plans while considering new and emerging strategies.

Specific Marketing Relationship to Transportation and Infrastructure Projects

Over the past years, the Tourism Division has worked closely with the NLTRA's transportation and infrastructure development function to advocate for and promote the implementation of vital improvements. One of the most important of these, implemented in of November, 2006, is the North Lake Tahoe Express. This shuttle service provides daily connections between the Reno/Tahoe International Airport and the North Lake Tahoe-Truckee "Resort Triangle". Within the Resort Triangle, the level of transit service provided continues to improve incrementally, providing a positive alternative for those arriving by automobile, and a seamless transit opportunity for visitors choosing to leave their auto behind. Additional sections of new bicycle trail have been constructed, along with new recreational facilities on the north shore of Lake Tahoe. Projects such as the Maritime Museum and the Olympic Heritage Celebration and planned Winter Sports Heritage Museum are additional projects consistent with the Master Plan and the NLTRA's annual Integrated Infrastructure and Transportation Development Work Plan. As part of this Marketing Strategy, the Tourism Division will continue to advocate for transportation and infrastructure improvements which are essential to help grow and sustain North Lake Tahoe's tourism-based economy.

Process of Developing NLTRA's Marketing Strategies and Plans

At the core of the process of developing marketing strategies and plans are the NLTRA's Marketing Committee, Board of Directors, marketing partners, and the North Lake Tahoe Marketing Cooperative (NLTMC) between the NLTRA and the Incline Village Crystal Bay Visitors Bureau (INCBVB). Important roles are also played by the Chamber of Commerce Advisory Committee, which continues to be charged with development and implementation of the NLTRA's Community Marketing Program. All committee and Board meetings are open to the public, with input by any and all interested parties encouraged. Cooperative marketing projects and programs are shaped in collaboration with specific partners for each cooperative effort. Additionally, in developing marketing strategies and plans, the NLTRA uses market research, competitive analysis and market trends, and data from its adopted Marketing Performance Reporting Document.

Tourism Division Mission

Specifically, the mission of the NLTRA Tourism Division is *"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 additional 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."*

Overall Marketing Strategies

Cooperatively Promote Tourism Based on Shared Objectives

Cooperatively promote tourism based on shared objectives among and between regional partners, participating member businesses and constituents, which are more effectively and efficiently accomplished collectively than independently.

Conduct Brand Development

Develop and implement a clear, concise and differentiated North Lake Tahoe brand to be communicated in all of aspects of marketing and promotional efforts.

Conduct Market Research

Conduct area wide research on vacation product, consumer buying habits and guest travel patterns. Develop an area wide business forecasting/occupancy tool. Develop research to gauge and measure advertising, product awareness and consumer intent to travel.

Attract New Visitors to the Region while Maintaining Existing Markets

The NLTRA will continue to play a leadership role in the development of new destination markets by expanding and sustaining its destination marketing efforts. The NLTRA will also continue to develop new emerging and niche markets with the greatest potential for success. The current niche markets are Southern California with a specific focus on Los Angeles and San Diego. Los Angeles is selected since it has the largest number of daily direct flights to the Reno market. San Diego has been selected as it is not overly saturated with competing destination marketing efforts. The residences also closely match our target market. Efforts will also be placed on maintaining and defending our existing, core markets such as the Northern California Drive Market.

Develop Programs to Expand Peak Periods

The NLTRA will play a key role in the development of programs designed to expand the peak visitation period. This effort will be applied across the entire fiscal year with the objective to broaden the attractive travel period for our consumers. As an example, efforts will be made to extend weekend stays, to expand the summer season to begin earlier and last longer, to promote winter mid-week availability. The four target periods for 2010-2011 are as follows

Late August-September, 2010

January, 2011

Late February-March, 2011 (post presidents/ski week through spring skiing)

June, 2011

Contingency Planning

The NLTRA will exercise its best efforts to maintain sufficient annual flexibility so that it can develop and implement contingency marketing plans to address the impacts of weather-related, economic, or other "sudden" changes in tourism market conditions.

Develop and Track an Expanded Set of Marketing Indicators

The NLTRA has developed and will continue to track an expanded set of marketing performance indicators to gauge the success of marketing programs, including indicators that help measure Return on Investment (ROI) (Marketing Performance Reporting Document).

North Lake Tahoe Marketing Cooperative

A core program to this strategy is the North Lake Tahoe Marketing Cooperative (NLTMC), established in October, 2006 and reaffirmed in 2009. Founding partners in this cooperative are the NLTRA and the Incline Village Crystal Bay Visitors Bureau (IVCBVB). The NLTMC is designed to promote the entire North Lake Tahoe region under one campaign umbrella. Marketing funds from both organizations are directed to a single marketing effort, which includes Marketing and Advertising, Conference Sales, Leisure Sales, Public Relations and Web Development program. The goal of the NLTMC is to promote the North Lake Tahoe brand and further establish the unique identity of our region. This cooperative effort is planned and executed to set North Lake Tahoe apart from our competitors, create recognition and awareness for the destination and to encourage and capture visitor travel.

Additionally the cooperative continues to seek out new member organization with similar destination marketing orientation to further expand its membership.

Specific Tactics by Function/Department

Advertising and Direct Promotion

The Advertising and Direct Promotions plan is designed to support the overall goals and objectives of the NLTRA Tourism Division, in partnership with the NLTMC. The objective of consumer direct marketing is to communicate the most compelling and impactful message to the most appropriate audience, at the most opportune time, using the most effective advertising vehicle. The NLTRA's and NLTMC advertising message must communicate the competitive advantages, consumer benefits and unique personality of the North Lake Tahoe region to a variety of target audiences in several geographic markets. We need to maintain a balance between budgetary constraints and the number of selected target audience and markets to still achieve a measureable impact with our efforts. In addition to these various target audiences, new communications technology is also changing the landscape of advertising, making some traditional communication vehicles virtually obsolete. Changes in consumer behavior will continue to define how and where we communicate to our target audiences.

Cooperatively Promote Tourism Based on Shared Objectives

The NLTRA will continue to aggressively promote tourism based on shared objectives among and between partners. This includes leveraging resources with local and regional partners, developing and executing coordinated marketing partnerships and programs in support of the destination, and working in association with specific Community Marketing Partners to help promote the region's individual neighborhoods.

Action Steps

- Promote North Lake Tahoe as a single, year-round destination which offers a variety of activities and is easily accessible from anywhere.
- Target those who are looking to get away and most likely visit a mountain destination, specifically Lake Tahoe.
- Identify and participate in targeted cooperative efforts to leverage available marketing budgets and resources through cooperative partnerships and programs.
- Expand participation in cooperative programs targeted at North Lake Tahoe's core audience
- Develop cooperative programs for participation from area members and constituents. These programs usually involve media or promotional opportunities. One specific program that will continue is the North Lake Tahoe ski coop in the San Diego Market. One new program under development is the small lodging property program.
- Provide marketing guidance and support to community marketing partners and other organizations working to enhance the visitors experience and encourage return visitation

Develop and Implement the North Lake Tahoe Brand and Conduct Market Research on Related Brand Impacts.

With consistent promotion of the North Lake Tahoe brand, North Lake Tahoe continues to support a strong brand message, vital to our ability to compete in destination markets. The brand will continue to be incorporated into all aspects of the NLTRA/NLTMC marketing and sales efforts in order to firmly establish a coordinated message across all consumer marketing programs.

Action Steps

- Reinforce the brand in all NLTRA/NLTMC marketing efforts
- Ensure consistent brand messaging in all aspects of consumer marketing
- Develop a comprehensive market research project designed to measure the impacts of the various marketing programs on consumer preferences, brand awareness and intent to travel
- Develop supplemental and ongoing market research for continual analysis of marketing efforts
- Use available research to refine brand message in all aspects of marketing communication
- Maintain brand while refreshing N campaign with new photography.
- Continue focus on Cool Deals, activities and events with the messaging.
- Select a media mix that complements and enhances the brand while effectively delivers the message to the appropriate target markets.

Promote North Lake Tahoe as a Year Round Travel Destination

NLTRA will continue to focus efforts on the promotion of the region as a year round travel destination by attracting new visitors to the region regardless of their geographic location, and developing programs designed to maintain and defend our traditional drive markets.

Action Steps

- Maintain a balance in expending resources between traditional drive markets and destination fly/drive markets.
- Concentrate advertising efforts heavier in the drive market in the summer versus the winter. There are less advertising dollars spent directly by other companies in North Lake Tahoe. There are many options available to drive market travelers for summer travel destination and interests. North Lake Tahoe needs to maintain awareness.
- Develop target destination markets with good air service to the region such as Los Angeles and San Diego.
- Continue to work with identified partners and programs and focus on efforts to maximize the effectiveness of programs, budgets and resources
- Identify and develop new niche marketing opportunities, strategies, partners and programs
- A portion of the media budget will not be committed in order to react to the following unforeseen marketing conditions such as: Snow Conditions, Unforeseen Downturn in Business or Unexpected Opportunities

Develop Programs to Expand Peak Periods

The NLTRA will play a key role in the development of programs designed to expand the peak visitation period. This effort will be applied across the entire fiscal year with the objective to broaden the attractive travel period for our consumers. As an example, efforts will be made to extend weekend stays, to expand the summer season to begin earlier and last longer, to promote winter mid-week availability.

Action Steps

- Continue to promote fall season under Fabulous Fall Festival Banner
- Promote events with brand alignment targeted to extend peak season visitation
 - Example: High Notes Summerlong Music series.
- Develop programs designed to enhance third party events and programs that support the overall brand of North Lake Tahoe.
 - Example: Amgen Tour of California
- Work with lodging partners to develop added value packaging for regional promotional
- The media budget will focus on the following four target periods
 - January
 - Late February-March
 - June
 - Late August-September

Key Measurements

Advertising/Promotions/Media:

INPUT

Leisure Coop Budget Amount

Direct Paid Media Dollars

Added Value Media

Coop Programs Investment (NLT Coop)

Gross Media Impressions

Response/Inquires

INPUT

Total paid clicks

OUTPUT

Total Leads

Database email open rate

Database email click thru rate

GTN Online Activity

INPUT

Number of Cool Deals Posted

Number of Events Posted

OUTPUT

Total Unique Visitors

Cost per Visitor

Percent of Direct/Bookmarked Visitors

Time Spent on Consumer Website

Number of Repeat Visitors

Percent of Repeat Visitors

Cool Deals Pageviews

Number of Lodging Referrals

Lodging Referrals % of Total

Search Engine Referrals

GTN Geographic Breakdown

OUTPUT

Top five cities and percent of total visitors

Total California visits

Percent of total visitors

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

Conference Sales

Consistent with mission of the Tourism Division, the primary function of the NLTRA Conference Sales Department is to increase the number of meetings held each year in North Lake Tahoe and to increase awareness of the Lake Tahoe area as a premier destination to the national and regional meetings industry. Specifically, the Department works to develop conference and group business and provides referral and conversion services. Its efforts are focused in partnership with the properties which are members of the NLTRA Conference Program; properties which have meeting and conference space and services.

Increase Conference Leads, Bookings & Revenue

One of the primary goals of the conference sales department is to generate leads and assist member hotels in the conversion of those leads into bookings.

Action Steps

- Target sales and marketing efforts in key markets that have continued to show strength even in poor economic times. The markets we will be concentrating on are the San Francisco bay area, Chicago & Washington, DC. In each of markets we will conduct targeted sales calls, attend trade shows and strategically place advertisements in industry publications
- Increase efforts to attract the regional and association market segments. While we will continue to pursue all market segments, we will focus on associations as most are mandated by their by-laws to hold at least one meeting per year. This segment has also shown great resilience over the past couple of years while corporate business has dwindled significantly.
- Conduct sales calls to target clients. All research shows that in person sales visits is the most effective way to build relationships and thereby generate new business. We will be conducting these sales "missions" individually as the Visitors & Convention Bureau as well as in conjunction with member hotels. In the past we have relied on our marketing efforts and cold calling for generating sales. This year we will spend much more time physically in our target markets.
- Increase the number of site visits to North Lake Tahoe. We offer hosted site visits to all clients who are looking at Tahoe but only about 5% actually take advantage of the offer. Of those that visit the conversion rate is well over 80%. We will attempt to increase that number by offering to purchase airline tickets for groups over 300 total room nights. We will also be more aggressive in pushing the advantages of doing a site visit and encouraging more clients to take advantage of the offer.

Increase Partner Participation in North Lake Tahoe VCB Programs

The Visitors & Convention Bureau offers a number of cooperative opportunities to its members including; advertising and marketing efforts, sales mission's trade shows and others. Increased partner participation is valuable in a number of ways. It improves

communication and trust, it provides leveraged opportunities that create expanded awareness a larger presence than we could afford as individuals.

Action Steps

- Conduct quarterly Director's of Sales meetings. These meetings are an opportunity for director level staff from all member properties to come together to discuss strategy.

Increase Internet Conference Bookings

Recent research conducted by meeting professional's reports that 87% of meeting planners use the Internet as their initial tool when researching and selecting destinations. Internet bookings now represent nearly 20% of all booked business and industry revenue. As meeting planners rely more heavily on the Internet, the NLTRA must ensure its Web Site is properly positioned and functional to be competitive and capture market share.

Action Steps

- Ensure competitive position, ease of navigation and quality of content on the NLTRA's Web Site from the Conference Marketing and Sales perspective
- Utilize targeted email campaign to drive traffic and sales opportunities to Site
- Use Web Site as call to action on all Conference marketing materials

Key Measurements

Conference Coop Budget Amount

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

Leads

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

Booked Business

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

Lost Business

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

Arrived Business

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

Leisure Sales

Consistent with the mission of the Tourism Division, the function of NLTRA's Leisure Sales Department is to increase destination leisure travel to North Lake Tahoe. The department focuses in on three distribution channels in order to obtain set goals: 1. direct to consumer, 2. travel agents, 3. tour operators, 4. international state programs.

Overview of each distribution channel

Historically, consumers have been reached directly through consumer trade shows, direct mail and also after brochure requests were made via email or through the NLTRA web site. Aside from some special instances, things have changed due to the fact that attendance at most shows are declining. However, leads and brochures generated off of GoTahoeNorth.com have not only remained. Unique visits on the web site remain on the rise thanks to a highly visible and successful consumer marketing campaign.

Consumer shows are often quite hard to track, as many are not ready to purchase a vacation package at the show. With ROI and the leveraging of dollars being a top priority for staff, most consumer shows attended are in partnership with NLTRA lodging, ski resort and activity partners as well as with Ski Lake Tahoe, the CTTC, NCOT and the RMC.

As airlines and others have reduced commissions paid to travel agents and with the growing popularity of travel research and bookings taking place on the Internet with OTA's or directly with suppliers, travel agents are losing share as a distribution channel. However, certain consumers, especially luxury and international travelers, continue to use travel agents. Agents are most often reached through industry trade shows, product launches, familiarization trips to the region, sales calls/trainings at their offices as well as with product placement and advertising in wholesaler brochures and industry publications.

Tour operators/wholesalers are also a significant distribution channel. This channel not only promotes sales through third and fourth parties, but also provides a platform for advertising, resulting in destination branding. International tour operators typically play a bigger role than domestic tour operators for the region; however, both play a significant role in sending destination leisure travelers to North Lake Tahoe. All key operators are met with annually at Mountain Travel Symposium and TIA's International POW WOW where contracting takes place and leads are generated and passed onto NLTRA partners.

In addition to all of staff's efforts within the channels mentioned above, NLTRA also spends significant funds buying into travel trade and PR programs set forth by the California Travel and Tourism Commission in key international markets. Each state program heavily leverages NLTRA dollars. On the travel trade side, each office conducts sales meetings and trainings, spends dollars on co-op advertising with top wholesalers, organizes product manager, call center sales staff and travel agents familiarization trips to North Lake Tahoe as well as put together key meetings and trainings for NLTRA staff when over for annual sales missions. Most of the CTTC international offices also have a consumer advertising budget which includes airing CTTC commercials, direct mailers as well as print and online advertising. In regards to

PR, each account manager pitches stories and circulates NLTRA and partner press releases, conducts monthly clipping services and PR reports, organizes media events in market to coincide with NLTRA sales missions and arranges for at least one media familiarization visit to North Lake Tahoe annually.

Historically, NLTRA has bought into the UK (our region's top international market) and Germany's programs. After many years of this combination, business began to flatten and even fall off from Germany; therefore, per direction from NLTRA partners, staff no longer buys into Germany and has redirected funds for the past three years into the Australian program. This strategic move has paid off considerably due to the fact that NLTRA still has a great working relationship with the German office as well as with all of the top tour operators in the country. NLTRA is seeing almost all benefit of being a partner without buy into the German program and has, now, expanded in Australia, a top emerging market for North Lake Tahoe.

Continue to grow Ski Tahoe North Interchangeable lift ticket as a vacation product

When the Ski Tahoe North (STN) interchangeable lift ticket first debuted, it was an extremely progressive program that helped put North Lake Tahoe on the map – effectively promoting the region as North America's most concentrated region of ski resorts. The ticket was and still very popular with tour operators looking for winter vacation product with variety and flexibility. Staff has continued to work closely with the 7 participating ski resorts to ensure that the STN remains to be one of the best interchangeable lift ticket models in the world.

Action Steps

- Improve overall consumer value of the Ski Tahoe North product
- Ensure that the STN product has value to the 7 participating resorts
- Remain to keep the STN product available to destination leisure travelers only
- Continue to contract with new ski wholesalers domestically and internationally and also with established companies new to add North Lake Tahoe to their product mix.
- Make changes so that sale and use of the product is not so "paper dependent," moving tour operators away from using their own internal paper vouchers, streamlining the customer experience – having STN ticket booklets waiting for the guests upon check-in at their lodging property

Trade Shows

Attendance at traditional, consumer trade shows has declined. As a result, participation in some shows now has a questionable return on investment (ROI). The NLTRA will continue to review and refocus resources on trade shows that demonstrate ROI in targeted markets.

Action Steps

- Continue to reduce the number of expensive trade shows that do not demonstrate a measurable ROI

- Reallocate resources to trade shows showing higher returns in targeted destination markets such as Chicago, New York, Boston, Texas, Florida and California's destination travelers from LA and San Diego
- Redirect limited resources and leverage funds with partners – joining forces with NLTRA lodging, resort, activity and transportation providers, the High Sierra Visitors Council, other CVBs such as LTVA and RSCVA, Ski Lake Tahoe, RMC, CTTC and NCOT
- Explore emerging markets, especially when linked together with new air service into the Reno Tahoe International Airport
- Redirect resources into sales missions within these markets
- Redirect resources to familiarization trips targeted at key travel providers, ski clubs and media within these markets
- Promote off-peak visitation, when appropriate

Continue to brand North Lake Tahoe within emerging markets while increasing visibility in established markets internationally by contracting with select California state international offices

NLTRA's leisure department will continually work to improve the value and productivity of the each contracted international office.

Action Steps

- Increase communication and coordination with each contracted state office, bringing in key North Lake Tahoe partners into every relevant sales and press effort possible
- Develop and implement program goals which are more measureable, such as working with more NLTRA partners to put together sales incentives to call center agents and travel agents
- Continue to dedicate at least one sales and media mission annually to each market

Increase familiarization (FAM) visits to the entire North Lake Tahoe region

It is the goal of the Leisure Sales Department to encourage, organize and host more FAM trips, both domestically and internationally for trade and media.

Action Steps

- Host at least two travel trade FAMs per year from each key market; one with a summer product focus and one with a winter focus
- Continue working closely with NLTRA's PR firm (Gilwee PR) as well as with the PR account managers from each contracted state office to host multiple domestic and international media FAM visits
- Solicit travel trade and media FAMs while conducting domestic and international sales calls, as well as during consumer and wholesale trade shows
- Work closely with NLTRA's partners in putting together all expense paid land package FAMs for top sales agents from key tour operators and travel agencies

Drive additional leisure, destination traffic to GoTahoeNorth.com

NLTRA's leisure staff will continue to use GoTahoeNorth.com as one of the best and most powerful tools for educating consumers, travel trade and media on the North Lake Tahoe product. Maps, video, photos, detailed descriptions, a continuously updated event calendar, itinerary suggestions and direct click-through to all partners continue to play a key role in branding the region and converting marketing into sales.

Action Steps

- Work closely with NLTRA's Director of Tourism and PR team to develop and implement programs which drive more destination leisure traffic from target markets to GoTahoeNorth.com
- Provide the travel trade and key media with access to the media kit containing photos for certain usage, the event calendar, suggested itineraries, maps and video to ensure accurate representation, increased brand knowledge and more detailed and effective travel trade web sites and brochures while, at the same time, keeping the press informed and exactly on target
- Work with international offices to produce sweepstakes or similar consumer and/or travel trade incentive programs to drive additional traffic to GoTahoeNorth while resulting in increased brand knowledge

Activity/Performance Measures:

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

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

Special Projects

Consistent with the mission of the Tourism Division, the function of the Special Event Department is to develop and implement events, programs and partnerships that drive increased visitation to North Lake Tahoe during designated “strike zones” and “off-peak seasons and times.

The Department produces, partners and provides marketing support to the NLTRA as well as to externally produced community special events and programs, assist community event producers in development and execution of event marketing plans to broaden the reach of their event, offer expertise in event management, operations, logistics and execution.

Staff actively seeks out major events, sporting and otherwise with the goal of bringing them to the North Tahoe Area, with a focus on the possibility of generating overnight stays, television broadcasts and major public relations for the region.

The Department also oversees the content manager for the NLTRA's websites: www.gotahoenorth.com, as well as NLTRA content on www.visitcalifornia.com, www.visitcaliforniasnow.com and www.visithighsierra.com

Goal:

Continue to position Lake Tahoe Autumn Food and Wine Festival as a Must Attend Destination Event

Objective:

Drive overnight stays in the fall season and develop event to appeal to the culinary tourist.

Action Steps:

- Continue to expand the venue, feature cutting edge culinary and wine programs, noted chefs and vintners.
- Incorporate specialty seminars in the Northstar restaurants.
- Develop strong ties and partnerships for events and programs with The Ritz-Carlton Highlands, Lake Tahoe adding their brand image and cache to the Festival.
- Develop additional lodging packages to generate additional overnight stays utilizing Cool Deals on the GoTahoeNorth.com website.
- Continue to cross promote with all partners and sponsors and integrate the Festival with the Lake Tahoe Restaurant Week promotion thru Gilwee Public Relations
- Continue to strive to maximize the public relations and media value of the Festival through strong PR message thru agency, and editorial opportunities with Sunset Magazine and Edible Reno/Tahoe publications.

Measurement:

Overnight stays, public relations return on investment, ticket sales, overall attendance, overall impressions thru print, radio, media and web traffic and economic impact on restaurants, where trackable.

Goal:

Continue to position the North Lake Tahoe Area as a Premier Adventure Race and Race Destination

Objective:

Support adventure and other types of foot/triathlon racing through sponsorships, partnerships, public relations and marketing assistance for the purpose of generating overnight stays and bring national media attention to North Lake Tahoe as a race destination.

Action Steps:

- Support established events such as the Tahoe Big Blue Adventure Race, Exterra Tahoe, Big Blue 24 Hour race, Tahoe Big Blue Sprint, Burton Creek race Series: 5 & 10K, ½ and full Marathon, Big Blue Trail Run, Run to the Beach, Lake Tahoe Marathon Week and Lake Tahoe Marathon.
- Collaborate with race producers to bring more events to North Lake Tahoe thereby strengthening our overall marketing objectives.
- Identify and support other such events and activities as budgets and other resources allow.

Measurement:

Trackable overnight stays, participant numbers, spectator numbers, overall impressions thru print, radio, media, NLTRA and producers web traffic.

NEW EVENT DEVELOPMENT**Goal:**

Continue to seek new events and partnerships consistent with its goals, objectives and role within the NLTRA. These partnerships depend to a large extent on resources that can be developed through public and private partnerships and sponsorships.

Objective:

Collaborate with various partners, sports production companies and community sports and event producers to bring new events to North Lake Tahoe.

Action Steps:

- Continue to collaborate with Lake Tahoe Visitor's Authority and the North Shore lodging and resort communities on a bid to bring a Stage One start and finish, and Stage Two start of the Amgen Tour of California, May 2011.
- Continue to promote North Lake Tahoe as the largest flat water paddle venue for a strong emerging sport of Stand Up Paddleboarding and SUP racing. Work with

local race producers to combine individual races into a summer-long paddleboard festival.

- Assist in the promotion and production of the recently won bid for the return of Mountain Travel Symposium due to arrive in 2012.
- Reach out to and bid on regional events staged by organizations such as CTTC, California Preservation Council, CalFest and others for their annual conventions and conferences which all generate overnight stays.
- Collaborate and cross promote with Lake Tahoe Restaurant Week, incorporating Autumn Food & Wine and eventually develop a week-long schedule of activities and events leading up to the actual Festival.
- Continue to promote North Lake Tahoe as a music destination through the High Notes Summerlong Music Series marketing campaign.

Measurement: Number of new events staged in North Lake Tahoe, trackable room nights, attendance numbers, spectator numbers, total impressions generated by television, print, radio, media, websites, economic impact on local retail, activity and restaurant community.

Goal:

Support Continued Development and Implementation of the Community Grant Funding and Marketing Program

Objective:

Work in coordination with the Chamber of Commerce Advisory Committee and the NLTRA's community marketing partners; provide support as directed and appropriate to the Community Marketing Program.

Action Steps:

- Utilizing the GoTahoeNorth.com and NLT Chamber websites and marketing collateral, continue to develop and maintain an area wide calendar of events and activities for consumer distribution for coordinating the scheduling of events (to the maximum extent possible.)
- Meet with all grant recipients and assist with marketing plans, advertising plans, event development, logistics and planning; include in pr releases where appropriate, assist in permitting, and make all available contacts and resources available to them. Each grantee will receive a copy of the new Special Event Resource Guide developed by this department and staff.

Measurement: Assist and assess individual Return on Investment for all funded events utilizing attendance numbers, trackable overnight stays and advertising equivalency on all publicity generated by each event.

Website Development

The Website must provide content that is useful, valuable easily accessible and speaks to our target customers. Our goal is to firmly establish GoTahoeNorth.com as a comprehensive resource for Lake Tahoe information and vacation planning that will allow the NLTRA to increase the number of new and repeat users. A key to this is the further development of partnerships with NLTRA/NLTMC members and suppliers to deliver lodging, lift tickets and a full range of other attractions, as well as complete vacation packages.

Specifically Website development must continually improve: 1) content (design, usability, copy, features and functionality) that will stimulate users to make GoTahoeNorth.com their first choice for Lake Tahoe information, lodging, vacation packages and related services; 2) Referral Links - converting online users to online customers of our various partners; and, 3) Online Marketing -driving new customers to the Web Site and encouraging current users to return.

Action Steps

All elements of Website development are to support the mission to *produce a top tier tourism Website with the following five goals:*

- Provide the best, most comprehensive online content in support of North Lake Tahoe marketing, sales, and visitor information services.
- Clearly depict what North Lake Tahoe has to offer through quality design, content and imagery.
- Deliver pertinent information that is easy to access and navigate.
- Build and maintain customer relationships.
- Convert users of the Website into customers of the Web Site.

As online travel planning continues to gain momentum, it is imperative that we make ongoing improvements to the NLTRA's online booking system. Improvements will include: 1) add more links to properties and suppliers for available inventory; 2) further highlight the various offers and packages from our partners; 3) further refine the navigation to create an easy flow of information to the consumer; 4) actively promote the various events and activities as a core message from the website.

If the NLTRA delivers optimized content and a streamlined online booking engine, our target markets need to know these online services are available. The NLTRA must maintain its existing client database while concurrently generating new users and expanding the database. When appropriate, the NLTRA will market cooperatively with NLTRA members, suppliers and other partners.

Social Marketing/Media

Social marketing is not just a phenomenon, it's here to stay and has become a leading resource for destinations to enhance current marketing initiatives and engage directly with customers in an authentic and meaningful fashion. The power of social outreach lies in North Lake Tahoe's current followers and subscribers who in turn become advocates and third-party endorsers for the region spreading the viral message.

Goals:

- Engage with target audiences through authentic communication designed to promote and educate audiences about activities, events, attractions, deals, etc. in North Lake Tahoe
- Become an active and immediate voice for North Lake Tahoe
- Provide an active outlet for travelers to communicate directly with North Lake Tahoe

Objectives:

- Increase fans and followers over the last year
- Increase the level of communication delivered through the social platforms by North Lake Tahoe and audiences
- Increase participation among followers by developing ongoing contests, promotions, expert insights, etc.
- Using 2009-10 as a baseline, develop key measurements

Action Steps

- Content: Continue to utilize content to communicate with followers current happenings (website, e-news, advertorials, public relations)
- Blog: Continue with blog postings and enhance with guest bloggers who are deemed experts in their respective field; utilize PR's contacts of local experts
- Education: Continue to use the social outlets as a way to educate audiences about the destination as a way to endear them to the destination
- Flickr and YouTube: Further develop the library of Flickr photos and YouTube videos
- Contests/Promotions: Develop and conduct integrated Facebook contests targeting potential new followers with a customized Facebook landing page including the ability to secure e-mails and data
 - Estimated Cost: \$152 per contest set-up
\$100 recommended Facebook advertising to support
- Poll: Develop and conduct integrated Facebook polls targeting potential new followers and to engage current followers with a customized Facebook landing page including the ability to secure e-mails and data
- Advertising/Advertorial: Following closely the paid advertising schedule, target the region or area of focus to increase touch points for the consumer
- Immediacy: Compliment advertising and PR's trigger events (snow fall, etc.) with strategic and supportive social messaging
- Photos and Videos: Continue to hold follower photo and video contests and award prizes
 - Cost: None; soft dollars/comps

- Mobile Apps: Develop a customized mobile app (iPhone, iPad, iTouch, Blackberry and Android) designed to position North Lake Tahoe as the Tahoe resource for information, deals, reports, resources, etc. The customized platform would be designed to propel North Lake Tahoe into the national spotlight and become a destination role model
 - Estimated Costs: \$3,200 iPhone
 \$3,000 Blackberry
 \$3,500 Andriod
- Facebook Advertising: Integrated targeted Facebook advertising to coincide with key programs; RKPR to manage the Facebook advertising for monitoring, quick change and efficient program adoption
 - Cost: \$1000-\$1500 annually for advertising
- Social Stunts: Consider holding two to three social stunts each year to garner social media credibility, become a viral experience, garner new fans/followers and potentially secure news coverage. For example:
 - Host a TweetUp in San Francisco or LA and invite surprise guests (Olympian skiers) to “pop-in” and award prizes.
 - Estimated cost: \$3,000
 - On-site give aways at select events in an effort to garner social buzz; show up at a ski resort and award prizes working with that resort’s social team as well for added promotion
 - Estimated cost: \$1,500 and soft dollars/comps

Key Measurements

Blog

Number of posts
 Audience growth – unique and returns
 Subscribers
 Inbound links
 Technorati, Alltop and other directory listings
 SEO improvements

Facebook

Increase in those that “like” the page
 Monthly active users
 New likes (averaged by day each month)
 Post views (averaged by day each month)
 Post feedback (averaged by day each month)
 External referral sites
 Visitor demographics (gender and age)

Twitter

Friends/Followers and average increase
 Twitter rank
 Social capital – influence of twitter followers
 @replies and ReTweets rank
 Lists listed on

YouTube

- Video views

- Referrals from social video sites

- Page ranking on key terms from YouTube

Flickr

- Photo views

- Referrals from social sites

- Page ranking on key terms from Flickr

Public Relations

Public Relations play an integral role in promoting North Lake Tahoe as a premier year-round travel destination. It also plays a role in keeping the local community informed about the organization's programs, opportunities for input and involvement, as well as NLTRA/NLTMC accomplishments.

Public Relations Goals

The specific primary functions of public relations are:

1. Generate international, national, regional and local media coverage of North Lake Tahoe, using all facets and markets of the media (e.g. travel and tourism, outdoor recreation, family, ski, culinary, the meetings industry, heritage and arts, along with the cultural tourism and the spa/luxury markets)
2. Establish North Lake Tahoe as a premier year-round destination, with an emphasis on shoulder and non-peak seasons and times, with www.GoTahoeNorth.com as the prime source for travel planning
3. Establish North Lake Tahoe as a dependable source of information for all media outlets and their first call for facts, story leads, interviews, digital images, as well as b-roll and digital footage

Public Relations Objectives

1. Research, develop and execute public relations campaigns for identified niche markets and assisting organizations that spearhead niche market efforts

Action Steps

- Create and implement specific public relations campaigns geared to promote High Notes – North Lake Tahoe's Summerlong Music Series
- Continue supporting the annual winter efforts of the Olympic Heritage Festival through public relations opportunities, and hitting home's Lake Tahoe's Olympic ties and history
- Continue using Learn to Ski as a significant news hook for generating media coverage about early winter ski opportunities/conditions
- Build upon the Lake Tahoe Autumn Food and Wine Festival's 25th Anniversary's programs and events to help brand North Lake Tahoe as the best culinary mountain destination in the country, while securing media coverage in targeted media outlets
- Tie-in with existing culinary events, such as the inaugural Lake Tahoe Restaurant Week and the Tahoe City Wine Walk, to further validate North Lake Tahoe's culinary status and positioning
- Maximize public relations opportunities at Pow Wow 2011, held in San Francisco, to reach targeted international media outlets
- Tie-in with North Lake Tahoe advertising campaigns (and new flights to Reno/Tahoe) in LA and San Diego with public relations efforts/editorial desk-side appointments to leverage advertising dollars with editorial media coverage
- Identify public relations opportunities via Community Marketing Grant Program recipients, such as the 2010 Quicksilver Tahoe Stand-Up Paddle Board Race Series, and create stand-alone media materials that capitalize on North Lake Tahoe's outdoor, pure brand

- Research public relations opportunities with the California Travel and Tourism Commission and the Nevada Commission on Tourism that fit North Lake Tahoe's positioning, such as California Wine Month (September) and maximize our editorial coverage to national and international markets.
- Research interesting and new Snowfest story angles that generate media coverage and pique journalists' interest, and continue to build awareness of North Lake Tahoe as an unsurpassed winter product
- Use Public Relations Dashboard Measurements to gauge the success of each action, such as the advertising equivalency of generated editorial coverage (using a 1-to-1 ratio)

2. Develop and execute other public relations program enhancements

Action Steps

- Work with RKPR to expand on North Lake Tahoe's social media efforts, while increasing the number of journalists following our public relations posts on Facebook and Twitter
- Continue to enhance the summer and winter press kits to ensure it is the most comprehensive resource on North Lake Tahoe for media use
- Switch from press kit CDs to flash drives so information is fluid and can be updated as programs change, as well as individualized to each journalist's interest
- Work with Shelley Fallon to actively post media materials that enhance the Media Center on www.GoTahoeNorth.com and make it more useful to members of the media on assignment and/or those researching information about North Lake Tahoe
- Continue working with Smith/Jones to leverage placed advertising for both consumer and meeting markets with editorial coverage, as well as drafting advertorial copy for targeted media outlets
- Enhance digital images, along with b-roll and digital footage, with unique shots that complement North Lake Tahoe's branding
- Work with key event and festival producers, along with ski resort colleagues, to obtain recent and engaging images that complement North Lake Tahoe's existing portfolio and can be distributed with our one-off news releases
- Continue hosting qualified media on assignment to cover North Lake Tahoe, so they may experience the area firsthand resulting in better, more extensive stories
- Update our list of North Lake Tahoe local experts who can be made available to the media for interviews and/or source information for media stories about North Lake Tahoe
- Continue researching and attending trade shows and events where there are new opportunities for North Lake Tahoe in our target markets, while identifying cooperative event efforts that reduce costs, such as the successful region wide Golf the High Sierra Media Fam
- Continue working with Eric Brandt to create new video new releases and other electronic media efforts, releasing in a timely manner for maximum

media coverage, that give a consistent and accurate depiction of North Lake Tahoe

- Use Public Relations Dashboard Measurements to gauge the success of each action, such as number of media missions attended during the fiscal year compared to year prior

Key Measurements

Media/Public Relations

Total Public Relations Spend

Media Trade Shows

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

Media Missions

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

Media Familiarization Tours (FAMs)

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

Press Releases

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

Number of Media Inquiries

Number of Media Interviews

Placements

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

Number of Impressions

Advertising Equivalency

% of Positive Media Placement

% of Media Coverage Reaching Target Audience

% of Media Coverage Including Website Address



North Lake Tahoe Resort Association
Tourism Division

Board Level
Marketing Dashboard Indicators

1. Web Visits to www.GoTahoeNorth.com
2. Web Visits by Geographic Markets
3. Exits from Website to Partner Sites
4. Number of Unique Visitors to Consumer Website
5. Public Relations Equivalency
6. Total Number of Website Clicks to Lodging Properties



North Lake Tahoe Resort Association
Tourism Division

Marketing Performance
Reporting Document

Marketing Performance Reporting Document

Introduction

The purpose of this document is to guide the North Lake Tahoe Resort Association (NLTRA) through the process necessary to implement actionable and credible performance reporting. Throughout the implementation process, two questions are asked on a regular basis: "Are we measuring the right things? Are we measuring things right?"

The basis of this document has been derived from the International Association of Convention and Visitor Bureaus (IACVB) *Recommended Standard CVB Performance Document* (February 2005), a culmination of intensive, industry-wide efforts providing a systematic, business minded approach to internal performance assessments.

Definition of Terms

Activity: A physical action taken by the NLTRA Tourism Division that ultimately supports its mission.

Performance Measure: A measure that helps to define and quantify the results of an NLTRA activity. Implementation of this system of measures will yield actionable tools that NLTRA staff can use for short- and long-term program and expenditure improvements.

Productivity Metric: A metric that illustrates the relationship between the NLTRA performance measure and its resources.

It is important to clearly delineate the difference between a *Performance Indicator* and a *Performance Measure* as these two terms are often used interchangeably. A *Performance Indicator* is a number that illustrates the performance of the travel and tourism industry or one of its industry sectors: hotel occupancy, airport arrivals, attraction attendance, and restaurant (tourism?) employment. A *Performance Measure* is a number that measures the results of NLTRA activities.

The IACVB recommends that Productivity Metrics be designed with the intent to establish a benchmark year and recalculate these metrics regularly (e.g., quarter end, year-end). By examining these metrics over time, the NLTRA will be able to monitor its progress toward achieving the desired resource efficiencies.

Marketing & Communications Performance Reporting

Fundamental Mission of the Marketing & Communications Function

“To increase visitor volume, visitor spending and economic impact for the destination by developing awareness and preference.”

Marketing & Communications Definitions

The following are standard definitions for key marketing activities and measures:

Advertising (source: American Association of Advertising Agencies)

Frequency: Average number of times households or persons viewed a given program, station or advertisement during a specific time period. This number is derived by dividing the Gross Rating Points (GRP) by the Reach.

Gross Rating Points (GRP): A unit of measurement of audience size. It is used to measure the exposure to one or more programs or commercials, without regard to multiple exposures of the same advertising to individuals. One GRP = 1% of TV households.

Reach: Unduplicated number of individuals or households exposed to an advertising medium at least once during the average week for a reported time period.

Gross Impressions: Sum of audience, in terms of people or households viewing, where there is exposure to the same commercial or program on multiple occasions. Two gross impressions could mean the same person was in the audience on two occasions or that two different people had been exposed only once.

Public Relations (source: Institute for Public Relations)

Advertising Equivalency: A means of converting editorial space in the media into advertising costs, by measuring the amount of editorial coverage and then calculating what it would have cost to buy that space, if it had been advertising.

Circulation: The number of those who might have had the opportunity to be exposed to a story that appeared in the media. Sometimes referred to as “opportunity to see”. An “impression” usually refers to the total audited circulation of a publication or the audience reach of a broadcast.

Internet/Web Site (sources: Interactive Advertising Bureau; Jupitermedia)

Ad Click: Number of times users click on an ad banner.

Ad Views (Impressions): Number of times an ad banner is seen by visitors.

Banner: An ad on a web page that is usually “hot linked” to the advertiser’s web site.

Click Through: Percentage of ad views that result in an ad click.

Jump Page: A jump page, also known as a splash page, is a special web page set up for visitors who click on a link in an advertisement. Jump pages can be used to promote special offers or to measure a response to an advertisement.

Hot Link: An electronic connection between two web sites.

Page Views: Number of times a user requests a web page that may contain a particular ad.

Unique Visit: Number of different individuals who visit a web site within a specific time period.

Performance Measurements

Advertising/Promotions

- Total Reach
- Total Frequency
- Gross Impressions
- Total value of Media Placed
 - Paid Media
 - Coop Media
 - In Kind/Barter Media
 - Unpaid Media
- Number of Coop Partners
- Number of new entries in consumer database

Inquiries/Conversion

- Number of brochures requested (online and phone)
- Number of consumer calls
- Number of consumers registering on web site to receive information
- Number of opt-in email addresses

Online Activity

- Number of Pay Per Click keywords purchased
- Time spent on consumer website
- Number of web pages of content developed
- Number of user sessions
- Number of unique users
- Number of repeat visits
- Search engine referrals
- Search engine results
- Email open rate
- Email click-through rate

Media/Public Relations

- 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 web site
- Number of Media Inquiries
- Number of Media Interviews
- Placements
 - Total number of placements
 - Regional vs. National
 - Domestic vs. International
- Number of impressions
- Advertising equivalency

Bookings

- Lake Tahoe Central Reservations/Online
 - Number of room nights booked
 - Revenue per room night
 - Average length of stay
 - Agent conversion rate
 - Packages purchased via phone and online
- Online Ticket Sales
 - Tickets sold online
 - Ticket revenue
 - Ticket commission

Event Marketing

- Number of events supported
- Number of events produced

VCB Convention Sales Performance Reporting

Fundamental Mission of the Convention Sales Function

“To generate visitors (delegates), visitor (delegate) spending and economic impact for the destination by booking events at the destination’s lodging and convention facilities.”

APEX Convention Industry Definitions (Source: APEX or Accepted Practice Exchange, is a Convention Industry Council initiative whose mission is to *bring together all stakeholders in the development and implementation of industry-wide accepted practices which create and enhance efficiencies throughout the meeting, convention and exhibition industry.*)

The following are standard definitions for key marketing activities and measures:

VCB Convention Sales Industry Definitions

The following are standard definitions for key marketing activities and measures:

Convention: An event where the primary activity of the attendees is to attend educational sessions, participate in meetings/discussions, socialize, or attend other organized events. There is a secondary exhibit component.

Meetings: An event where the primary activity of the attendees is to attend educational sessions, participate in meetings/discussions, socialize, or attend organized events. There is no exhibit component to this event.

Trade Show/Exhibition: An event where the primary activity of the attendees is to visit exhibits on the show floor. These events focus primarily on business to business relationships.

Site Inspections: Personal, carefully investigation of a property, facility, or area.

Citywide (or Area-wide) Event: An event that requires the use of a convention center or event complex and multiple lodging properties in the host city (or area).

Attendees: A combination of delegates, exhibitors, media, speakers, and guests/companions who attend an event.

Delegates: Individuals who attend an event to primarily visit the exhibits or attend meetings and /or conference sessions. This excludes exhibitors, media, speakers, and companions.

Exhibitors: Those who attend an event to staff an exhibit.

Peak: Referring to the night during an event when most rooms are occupied by those in attendance.

Additional Convention Industry Definitions (Source: Travel Industry Association of America)

Direct Spending: All expenditures associated with an event that flow into the host destination's local economy. Direct spending includes attendee spending, exhibitor spending and event organizer spending.

Economic Impact: Events generate secondary spending (indirect and induced) on the host destination's local economy over and above the original direct spending. These secondary impacts, when combined with the original direct spending, results in the economic impact of an event.

Indirect Spending: Spending by the host destination's travel industry businesses on goods and services from local suppliers on behalf of the specified event.

Induced Spending: Employees in the host destination's travel industry and its suppliers spend their wages in the local economy.

Economic Multiplier: Calculated as the total economic impact divided by the direct spending.

Leads: When an event inquiry by a corporation/association/organization/independent meeting planner that includes a request for a minimum of 10 sleeping rooms per night (peak rooms) over a specific set/range of dates is forwarded by the VCB sales staff to participating lodging and associate participants.

Bid: Proposal submitted by the VCB and/or hotel(s) to a planner that includes defined dates and room blocks.

Tentative: Status assigned to a group/event after the bid has been submitted to the meeting planner and the destination is waiting for a decision.

Booking:

- a. Hotel Booking: A future event contracted in writing by the event organization with the hotel. The VCB should receive a copy of the contract or a written communication from the authorized agent of the hotel that a contract has been signed.
- b. Associate Member Bookings: A future event contracted in writing by the event organization with VCB Associate Member participants.

Lost Opportunity: A potential event in the lead or tentative stage that was subsequently lost by the destination. This does not include venue changes within the destination. The VCB should track the number of estimated room nights, attendance and attendee spending and the reason associated with the lost opportunity.

Canceled Business: An event that was booked for the destination that subsequently did not take place, either because the event itself as cancelled or left the destination before taking place. The VCB should track the estimated number of room nights, attendee and attendee spending and the reason associated with the cancellation.

Activity Measures

1. Number of bids
2. Tradeshows attended/exhibited
 - a. Number of tradeshows
 - b. Number of coop partners participating
 - c. Coop dollars generated
3. Sales missions
 - a. Number of sales missions
 - b. Number of coop partners participating
 - c. Coop dollars generated
4. Familiarization (FAM) tours
 - a. Number of FAM tours
 - b. Number of participates (event organizers only)
 - c. Number of accounts
 - d. Number of coop partners participating
 - e. Coop dollars generated
5. Number of sales calls
6. Number of client inspections
7. Client events
 - a. Number of client events
 - b. Number of participants (event organizers only)
 - c. Number of accounts
 - d. Number of coop partners participating
 - e. Coop dollars generated
8. Number of accounts with activity

Performance Measures

1. Leads
 - a) Number of hotel leads
 - b) Lead room nights (estimate)
2. Booked Business
 - a) Number of bookings
 - b) Booked room nights (estimate)
 - c) Booked attendance
 - d) Booked attendee spending (estimate)
3. Lost Business

- a) Number of lost opportunities
 - b) Lost room nights
 - c) Lost attendance
4. Arrived Business
- a) Number of bookings
 - b) Number of room nights
 - c) Number of booked attendees
 - d) Booked attendee spending
5. Personnel productivity metrics
- a) Number of leads per sales person
 - b) Number of bookings per sales person
 - c) Number of room nights per sales person

CVB Leisure Sales Performance Reporting

Fundamental mission of the Leisure Sales Function

“To increase leisure visitor volumes, visitor spending, off-peak visitation and economic growth for the destination through the promotion and distribution of the region’s brand and products to the travel trade.”

CVB travel industry definitions

Source: National Tour Association and the Travel Industry Association of America

The following are standard definitions for key marketing activities and measures:

Packaged Travel: A package in combination of two or more types of tour components put together into a product which is produced, assembled, promoted and sold by a third party for an all-inclusive price.

Tour Series/Tour Program: Multiple departures to the same destination throughout the year.

Group Tour: A travel package for an assembly of travelers who share a common itinerary, travel date and transportation schedule. Group tours are usually prearranged, prepaid and include two or more of the following: transportation, lodging, dining and activities.

Independent Travel: A custom-designed, prepaid travel package with many individualized arrangements. “ITs” (more commonly known now as FITs – Foreign Independent Travelers), often have no formal itinerary and are the most common form of leisure travel.

Travel Trade: Any individual or company that creates and/or markets tour and travel packages whether they are FIT, group, tour or a combination of all three.

Tour Catalogue/Brochure: A publication produced by wholesalers listing their tour/packaged offerings.

Familiarization (FAM) Tour: A free or reduced rate trip offered to travel professionals and media to educate them on the destination. FAMs should be considered a sales and marketing effort and are used to “familiarize” the visitors with the region in order to make a sales agent more comfortable selling the destination, a writer able to compose a story and a product manager able to see potential new product to add within their mix.

Itinerary: A recommended schedule of visitor-oriented activities, usually including the destination’s cultural institutions and attractions, dining establishments, entertainment, special events, retail and recreational activities often highlighting unique, one-of-a-kind offerings.

Visitor Spending: (Number of visitors) x (average amount spent daily per person) x (length of stay)

Direct Spending: All expenditures associated with an event that flow into the host destination's economy. Direct spending includes attendee, exhibitor and event organizer spending.

Economic Impact: Events generate secondary spending (indirect and induced) on the host destination's local economy over and above the original, direct spending. These secondary impacts combined with original direct spending produce the overall economic impact of the event.

Indirect Spending: Spending by the host destination's travel industry businesses on goods and services from local suppliers on behalf of the specified event.

Induced Spending: Employees and suppliers of the host destination's travel industry spending their wages within the local economy.

Economic Multiplier: The total of the economic impact divided by the direct spend.

Hotel Lead: A group tour or FIT program inquiry from the travel trade that includes a request for hotel rooms over a specific set/range of dates or a travel trade product manager inquiring about a hotel that they would like to begin contracting with is forwarded onto partner lodging properties by CVB staff.

Booking from a Hotel Lead: A booking confirmed in writing from the authorized agent or by documenting the tour/program's presence in the travel trade's distribution channels such as brochure, web site or special sales and marketing programs. The booking must be the result of a CVB-generated lead.

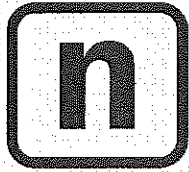
Activity Measures

1. Tradeshows attended/exhibited
 - a. Number of tradeshows
 - b. Number of coop partners participating
 - c. Coop dollars generated
2. Number of accounts with activity
3. Familiarization (FAM) tours
 - a. Number of FAM tours
 - b. Number of participants (travel trade only)
 - c. Number of accounts
 - d. Number of coop partners participating
 - e. Coop dollars generated
4. Sales missions (with industry partners)
 - a. Number of sales missions

- b. Number of coop partners participating
 - c. Coop dollars generated
- 5. Number of sales calls
- 6. Client events
 - a. Number of client events
 - b. Number of participation (travel trade only)
 - c. Number of accounts
 - d. Number of coop partners participating
 - e. Coop dollars generated
- 7. Number of client site inspections
- 8. Number of developed suggested itineraries
- 9. Number of packages developed
- 10. Advertising equivalency for presence in the travel trade's distribution channels such as brochure, website or special sales/marketing programs.

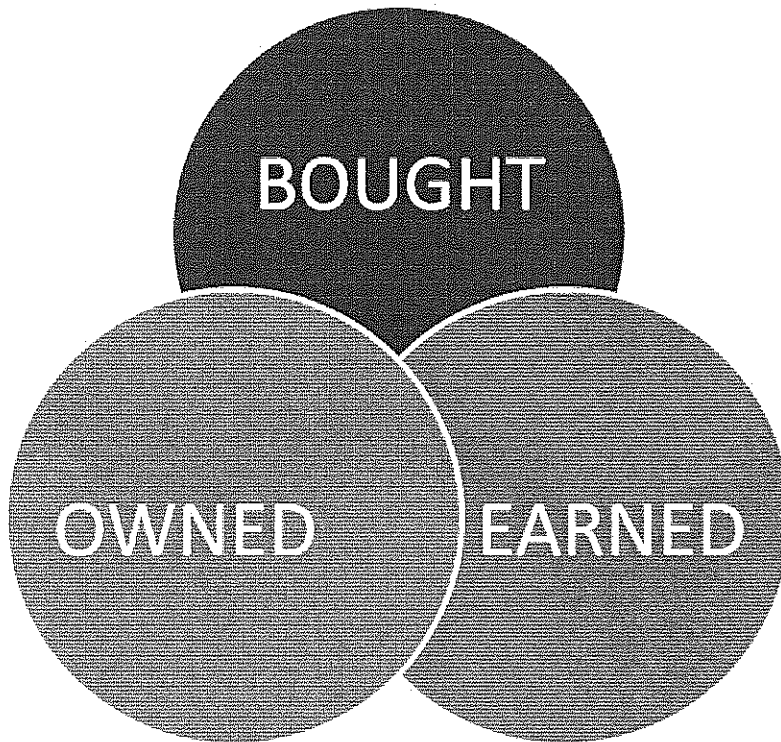
Performance Measures

- 1. Leisure Trade Shows
 - a. Number of trade shows attended
 - b. Number of Coop shows
- 2. Number of Sales Missions
 - a. Domestic
 - b. International
- 3. Leisure Familiarization Tours (FAMs)
- 4. Number of Site Inspections
- 5. Number of Wholesale Brochure Placements
 - a. Domestic
 - b. International



north lake tahoe

Attachment B

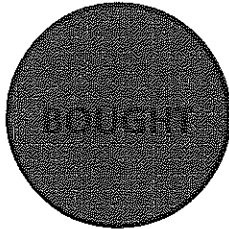


2010/2011 Work Plan Strategies

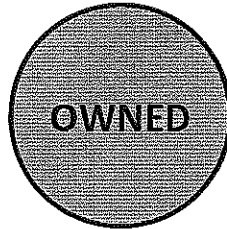


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Consumer Advertising



- Print as core brand driver with ability to highlight events, niche campaigns and deals
- Radio to push four identified target periods and involve partners via promotions
- Outdoor to maintain awareness of NLT brand
- Online to extend the brand to travel planners & efficiently reach the destination market



- Brand to provide unique point of differentiation
- Website is the extension of the brand, source of information on NLT and portal to our community
- Database through which we maintain a relationship with NLT loyalists
- Travel planner is one of our fulfillment mechanisms and a resource for bringing NLT information to potential visitors

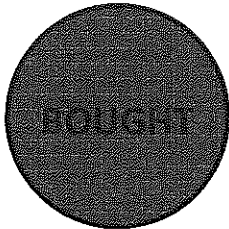


- Obtain additional free media value to achieve more impact with the budget
- Build upon consumer generated content via the website
- Continue to increase web click thru to lodging partners
- Cultivate a larger and more qualified database

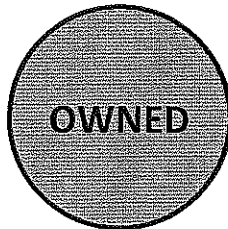
2010/2011 Work Plan Strategies

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Conference Sales



- Trade Shows
- Sales missions
- FAM visits
- Reno Lake Tahoe Marketing Coop
- Customer Lists
- Successful Meetings & M&C
- Customer Events
- Reunion Golf Tournament

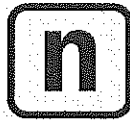


- GoTahoeNorth.com
- Conference Planning Guide
- Conference Sales DVD
- Sales collateral
- Media kits
- North Lake Tahoe brand
- Photos
- Customer Database



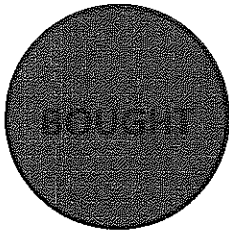
- Site Visits
- Editorial Coverage
- Contracted groups
- Brand Awareness
- Customer Loyalty/Repeat Bookings

2010/2011 Work Plan Strategies

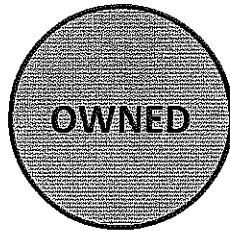


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Leisure Sales



- Trade Shows
- Travel Trade marketing co-ops
- Sales and media missions
- FAM visits
- GSA representation
- High Sierra Visitor's Council
- Ski Lake Tahoe International
- Sierra Ski Marketing Council (SSMC)
- Travel Industry America (TIA)



- GoTahoeNorth.com
- Sales collateral
- Sales kits
- Media kits
- North Lake Tahoe brand
- Social media – on North Lake Tahoe, travel trade, ski club and media social sites
- Video
- Photos
- Regional maps
- Travel itineraries
- Story ideas



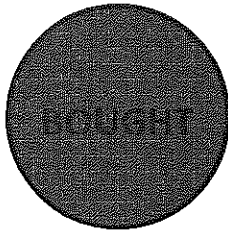
- Increased visitation from destination leisure travelers
- Ski Tahoe North interchangeable lift ticket contracts
- North Lake Tahoe Express contracts
- Partner lodging property contracts with travel trade
- Brochured North Lake Tahoe product with travel trade
- Online North Lake Tahoe product with travel trade
- Press coverage
- Increased destination visitor traffic to GoTahoeNorth.com
- Brand recognition
- Educated sales agents confident and passionate about selling North Lake Tahoe

2010/2011 Work Plan Strategies

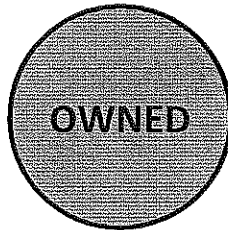


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Special Events



- Autumn Food & Wine Festival
- Adventure Racing Sponsorship
- Seasonal Event Production and partnerships
- Community Marketing Grants
- New Event Development
- Event acquisition and sponsorships



- TahoeFoodandWine.com
- Tahoe Big Blue Adventure Race
- Fabulous Fall Festival
- Learn to Ski
- SUP Race Series
- High Notes Summerlong Music Series
- Special Event Resource Guide
- Event production, consulting & marketing expertise
- GoTahoeNorth.com web content, event calendars, splash pages.



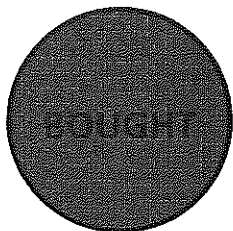
- National and regional recognition by food writers and editors
- Recognition as adventure race destination
- Tahoe as summer music destination
- Community awareness, promotion and involvement
- Drive overnight stays during strike zones
- Increase local economic impact thru events
- Brand Tahoe as event destination
- Positioned Tahoe as largest flat water paddling venue
- Contract major sporting event producers

2010/2011 Work Plan Strategies

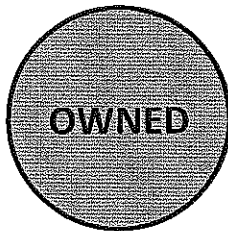


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Social Marketing/Media



- Social Networks (Facebook, Twitter, YouTube, Flickr)
- Blog
- Photos / Videos
- Contesting (e-mail capture)
- Polls (e-mail capture)
- Experts
- Mobile Applications
- Mobile Innovations
- Social Stunts



- Borderless information dissemination
- Expertise
- Content (original, from partners and gathered through advertising, web, e-news, editorials, PR)
- Social link inclusion in marketing
- Education
- Outreach
- Immediacy

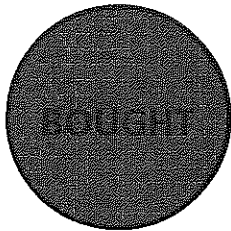


- Credibility
- Commentary / Comments
- Authenticity
- Transparency
- Coverage
- Relationships
- Fan endorsements
- Fans / Followers

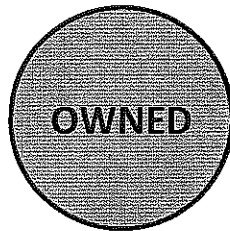
2010/2011 Work Plan Strategies

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Public Relations



- Media Trade Shows
- Media Missions
- Golf the High Sierra
- Pow Wow Media Show
- Editorial/Desk Side Appts.
- Media Fams/Blitz

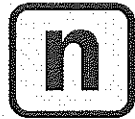


- Media/Press Kits
- News Releases
- Video News Releases
- B-Roll
- Images for Editorial Use
- Media Center On GTN
- Local Experts (interviews)
- Press Clipping Service
- Media Invites
- PR Plans – overall and for niche campaigns



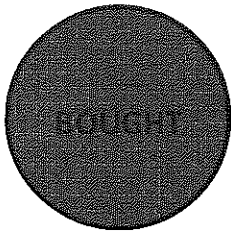
- Media Inquiries
- Interviews with Media
- Media Placements/Editorial
- Number of Impressions
- Advertising Equivalency
- Media Press Trips
- Leveraged Advertorial
- Media Database
- Media Fans (FB)
- Media Followers (Twitter)

2010/2011 Work Plan Strategies

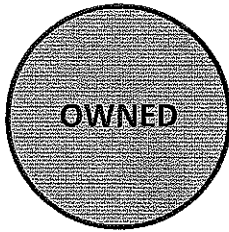


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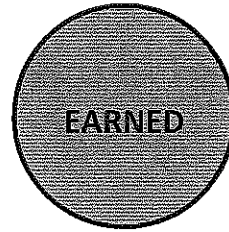
Website



- Content Manager FEE



- WEB SITE
- Message/Content:
- Imagery
- High Notes
- Events
- AFW
- Contests/Tell Your Story
- Press Releases
- Data Base



- AREA AWARENESS
- Response/Bookings
- Interchangeable Tix Sales
- AFW Ticket Sales



North Lake Tahoe Resort Association
February 22, 2011

BACKGROUND

Small Lodging Board member Barb Cohen as requested an item on this month agenda regarding the Small Lodging marketing effort discussed earlier this year.

SITUATION

Pending discussion and direction



North Lake Tahoe Resort Association
February 22, 2011

BACKGROUND

Staff will review the planning process for the spring/early summer FY 2010/11 budget. Agencies and staff review a draft planning outline and solicit committee input and direction.



North Lake Tahoe Resort Association
February 22, 2011

Project

North Lake Tahoe Marketing Cooperative Advertising and Marketing RFP

SITUATION

Our current advertising agency contracts end on June 30, 2011. This contract was a three year contract and was awarded as an outcome of an Agency Request For Proposal that took place in 2007. Per our County contract, we are scheduled to again embark on a new Agency RFP. Once completed, this RFP effort will result in a new agency contract for the 2011/12 through 2013/14.

The process, similar to the last one, has the North Lake Tahoe Marketing Cooperative taking the lead on this Agency RFP effort. As a reminder to the committee, the NLTRA representatives on the Coop Committee are: Deanna Gerscheider, Les Pedersen, Ron McIntyre, and Ron Treabess.

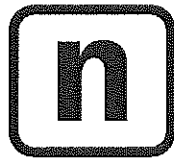
NORTH LAKE TAHOE COOP COMMITTEE ACTION

At its meeting earlier this month, the North Lake Tahoe Marketing Cooperative Committee assigned a sub committee to work with staff on this RFP process. Those sub committee include: Deanna Gerscheider, Les Pedersen, Nate Hardesty and Bill Hoffman.

COMMITTEE RECOMMENDATION

Staff will review the RFP structure and timeline with the committee and ask for any input on the process.

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, 2011

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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
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	February 15, 2011
Qualified Proposals Due	March 18, 2011, 5pm
Evaluation and Interviews (if needed) by Selection Committee	March 24, 2011
Selection Committee Recommendation for Approval to NLTMC Committee	March 31, 2011
Execution of Agreement between the Successful Bidder and the IVCBVB and the NLTRA	April 15, 2011

4.0 REFERENCE MATERIALS

Reference materials can be found on www.GoTahoeNorth.com as well as 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

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

- 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.

- 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 purpose.
- 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 30th, 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.

17.0 ATTACHMENTS

- Attachment A – Price Schedule
- Attachment B – List of Sub-Contractors
- Attachment C – Client List/References
- Attachment D – Disclosure of Principals



North Lake Tahoe Resort Association
February 22, 2011

Project

Prior Year Fund Balance Carryover

SITUATION

As the committee may be aware, at the beginning of FY 2010/11 Placer County indicated that an amount of Prior Year Fund Balance would be released to the NLTRA at the start of this year's contract. However at that time 50% of the Fund Balance was released while the other 50% was held by the County until such a time that the County had a better understanding of what impacts the State budget would have on them. At this point, Placer County has indicated that they are comfortable in releasing the final 50%.

The amount of the Fund Balance is \$199,775. The NLTRA board of directors approved a Supplemental Scope of Work for Placer County its February meeting. This document outlined in broad terms possible uses for the Fund Balance. The board directed the Marketing Committee to discuss and provide direction for the full use of these funds.

STAFF RECOMMENDATION

Staff recommendation is in four parts:

1. As part of our Coop agreement with the Incline Village Crystal Bay Visitors Bureau, a minimum of 45% of our Marketing TOT is transferred to the Coop for our various marketing related efforts. This would equal just under \$90,000 (\$89,890). Staff recommends the committee approve this use of funds and after discussion direct our Coop members is a recommendation to the Coop committee for its use.
2. Staff requests that an additional \$25,000 of the Fund Balance be allocated to efforts related to the upcoming Amgen Tour of California. Currently, there is \$125,000 in the Special Projects budget for this effort. This additional revenue will ensure that the NLTRA and North Lake Tahoe will have sufficient funds to cover the many costs related to this important national and international event. Any unused funds at the conclusion of this event will be returned to the budget.
3. Staff requests that \$34,000 be allocated for use to promote the High Notes – North Tahoe's Summerlong Music Series during the early summer period. Additional funds are being requested to support an early summer push for the various Standup Paddle Board events that began last year. At this point there are

no funds in the current FY budget for these efforts. It is anticipated that funds will also be allocated to this program in the FY 2011/12 budget process.

4. As part of our agreement with Placer County, a minimum of 15% marketing reserve must be maintained. These funds can be utilized by the NLTRA with board approval but must be replenished. The current FY 2010/11 budget has \$20,000 budgeted for reserves. This additional \$50,000 will bring our reserve fund up to approximately 13% of our total Marketing TOT. The remainder of the reserves will be budgeted in the next fiscal year.

COMMITTEE RECOMMENDATION

Staff will review the proposal and upon discussion seeks a recommendation for Board approval for the use of \$199,775 in prior Fund Balance Revenues.