



# Marketing Committee Agenda and Meeting Notice

Friday, April 21, 2017 - 8:30 am

Fairway Community Center, 330 Fairway Drive Tahoe City, CA 96145

**\*\* Please note change in time and location \*\***

## NLTRA Mission

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

## Tourism Mission

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

## Marketing Committee

### NLTRA Board

**Brett Williams, Chair**  
Agate Bay Realty

### Committee Members

**Eric Brandt**  
Destination Media Solutions

**Terra Calegari**  
Resort at Squaw Creek

**Carlyne Fajkos**  
Northstar California

**Gregg Gibboney**  
Notched

**Christine Horvath**  
Squaw Valley/Alpine Meadows

**Todd Jackson**  
Big Blue Adventure

**Judith Kline**  
Tahoe Luxury Properties

**Becky Moore**  
Squaw Valley Lodge

**Marguerite Sprague**  
Tahoe Public Arts

**Placer County**  
Erin Casey  
DeDe Cordell

**NLTRA Staff**  
JT Thompson

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

Items May Not Be Heard In the Order They Are Listed

### Call in information:

**Dial: 712-770-4010**

**Meeting ID: 961-748**

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

- A. Call to Order – Establish Quorum
- B. Public Forum: Any person wishing to address the Marketing Committee on items of interest to the Committee not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Committee on items addressed under Public Forum. (2 - 10 min)
- C. Agenda Amendments and Approval (2 min)
- D. Approval of Marketing Meeting Minutes – (2 min) (Page 1)
  - March 28, 2017

### Action Items – (110 min)

- E. **Motion** – Discussion and possible approval of FY 2017-2018 Placer County Contract - Attachment A-2 (budget) – Thompson (25 min) (Page 5)
- F. **Motion** – Discussion and possible approval of FY 2017-2018 Placer County Contract - Marketing Scope of Work – Thompson (30 min) (Page 9)
- G. **Motion** – Discussion and possible approval of Marketing Subcommittee findings and draft findings and recommendations to the Board of Directors – Thompson (30 min) (Page 20)
- H. **Motion** – Discussion and possible approval of redistribution of additional funding for Events Department Budget – Thompson/Burke (10 min) (Page 30)
- I. **Motion** – Discussion and possible approval of BACC Budget and Scope of Work for High Notes and Peak Your Adventure programs – Burke/Thompson/Anderson (10 min) *\*Pending approval at BACC Committee Meeting on Thursday, April 20 (Page 46)*
- J. Update on Public Relations RFP sent out by the Marketing Cooperative in April – Thompson (3 min) (Page 52)
- K. Update on International Trade Representation RFP's sent out by the Marketing Cooperative in April – Thompson (3 min) (Page 52)

- L. Departmental Reports Overview – January & February (30 min)
  - Conference Sales – J. Neary (Page 1)
  - Leisure Sales – S. Winters (Page 3)
  - Events & Communications – A. Burke (Page 5)
  - Website Content – S. Fallon (Page 9)
  - Marketing – Augustine Agency (Page 10)
  - Public Relations – The Abbi Agency (Page 29)
- M. DestiMetrics March Report overview – Thompson (5 Min)
- N. Committee Member Comments (5 minutes)
- O. Standing Reports (posted on [www.NLTRA.org](http://www.NLTRA.org))
  - Conference Activity Report
  - Google Analytics Reporting
  - March '17 Lodging Referral Report
  - Quarterly International Representation Updates
    - United Kingdom & Australia

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This meeting is wheelchair accessible

Posted and Emailed (4/19/17 8:30 A.M.)



# north lake tahoe

Chamber | CVB | Resort Association

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

## MARKETING COMMITTEE MEETING MINUTES Tahoe City Public Utility District Board Room Tuesday, March 28, 2017 – 2 pm

### PRELIMINARY MINUTES

**COMMITTEE MEMBERS IN ATTENDANCE:** Judith Kline, Christine Horvath, Todd Jackson, DeDe Cordell, Brett Williams, Erin Casey, Carlyne Fajkos, Eric Brandt, Marguerite Sprague (2.20 pm)

**RESORT ASSOCIATION STAFF:** Jason Neary, Amber Burke, Sandy Evans Hall, Anna Atwood

**OTHERS IN ATTENDANCE:** Alexis Kahn, Beverly Lewis, Brendan Madigan, Walt McRoberts (called-in), Lindsay Moore (called-in)

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

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

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

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

2.1 No public forum.

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

3.1 **M/S/C (Brandt/Jackson) (8/0) to approve the agenda as presented.**

##### **4.0 APPROVAL OF MARKETING MEETING MINUTES FROM JANUARY 24, 2017**

4.1 **M/S/C (Jackson/Kline) (6/0/2 – Brandt and Horvath abstained) to approve the meeting minutes from January 24, 2017.**

##### **5.0 PRESENTATION BY PLACER COUNTY FILM COMMISSION – BEVERLY LEWIS**

5.1 Beverly Lewis, the Director of Placer County Film Commission stated their office is located with the Economic Development of Placer County. Their office is to promote Placer County and assist with location, scouting and permit process, lodging, crew and offer support services. Beverly shared the economic impact to Placer County in 2016 was just over \$1M with 90% of the productions taking place in Tahoe. 2017 had a strong first quarter but it did also have some challenges with all the snow and some cancellations.

Beverly shared that in December of 2016 Placer County hired a new Director for the Economic Development, Sherri Conway. There are many entities involved in the permit process. If roads are involved in a production, the permit process goes through the County Roads. This is to ensure the people in charge are reviewing it. She also touched on the Tahoe Film Conference that was held a couple of year ago. This was to bring in all the different organizations to help understand their role in supporting what the different projects.

Comments:

- What was the biggest production in the last 10 years? Beverly shared it's was a production called the Deep End with an economic impact of about \$4M.
- A committee member question how the economic impact is calculated. Beverly explained it is something the International Film Commission Association has created.

## **6.0 DISCUSSION AND POSSIBLE APPROVAL OF ADDITIONAL FUNDING FOR BROKEN ARROW SKY RACE – AMBER BURKE**

- 6.1 Amber introduced Brendan Madigan, owner of Alpenglou Sports and race director for the Broken Arrow Sky race to the committee members. Brendan shared Skyrunning is a European inspired genre of technical trail racing. The additional funds would help procure high-end videography and ad space in large-scale advertising channels to grow participants and consequent TOT lodging. This race is modeled after "The Rut" in Big Sky, Montana who started with 500 participants and have grown it to 3000 in 5 years. Brendan shared there are 3 distances and this is Salomon's A+ running event for North America in 2017. The projected participants for this year is expected to be 600-1000. Current registrants is 400. The event has a potential to grow this to 2200-3000+ in the years to come.

Comments:

- Did you have any international participants and are you expecting some this year? Brendan shared this year they have 11 participants from Mexico, 1 from Spain and one from Italy so far.
- Is this race similar to an Ironman event where you get participants who come here to train and do you see any challenges with having this race in June with all the snow we have? Brendan stated that participants do come here to train and they don't view the snow as a hindrance, but rather another challenge they kind of enjoy.
- Do you have other sponsors for this event? Brendan shared Solomon is a big sponsor as well as sock sponsors and nutrition sponsors.
- A member questioned where the funds are coming from? Amber shared one event got canceled so there is funds available. Since this is new information, she has not had time to sit down with JT to re-allocate the funds for the canceled event.
- "Other opportunities" is a line item in the NLTRA budget that would fit with this ask, but as we start looking at request for additional sponsorship it's would be beneficial to know how much money is left in the budget. Moving forward please provide this information.
- There is only 3 months left of our Fiscal Year and this seems to be a good fit.

- 6.2 **M/S/C (Brandt/Fajkos) (7/0/2 – Jackson and Horvath abstained) to approve the request for additional \$10,000 as stated in the proposal and keep the spend as outlined in this packet.**

## **7.0 DISCUSSION AND POSSIBLE APPROVAL OF ANNUAL SPECIAL EVENT PARTNERSHIP FUNDING PROGRAM – AMBER BURKE**

- 7.1 Amber has been working on improving the process of our Special Event Partnership Funding Program. The NLTRA facilitates a Special Event Partnership Funding program for annual special events in the North Lake Tahoe region. Submission are accepted once a year for events for events that take place in the subsequent calendar year. Following the application and evaluation process, a number of events will receive funds through the program.

Some of the changes proposed to the program content:

- Change it from a Grant Program to a Special Partnership Funding Program.
- It was requested the grant money was to be used as seed money for an event. Amber recommended changing that. If an event has a high ROI and we can help grow and expand the event, it should still be considered.
- Require the event to have a lodging partnership. This partnership can be in various forms: cash/in-kind sponsorship, room block, discounted room rates.
- The event has to be an annual event.

- Recipient would receive 50% in advance after contract has been signed and the additional 50% after final event report.
- The application is currently a hand-written application process. Amber shared she would like to have it online, filled out electronically.
- Marketing Advertising used to be restricted to in-market but it should also allow for out-of-market advertising too.

Some discussion points that Amber brought forward was a pre-application point system? The committee members shared they didn't think it was necessary as it is clearly outlined in the general program information. Amber also asked the committee member for some guidance on refund of money if the event is canceled? The committee member shared there could be so many variables, it depends on the case.

Comments:

- One member questioned what the funds can be used for? Amber shared it can only be used for marketing purposes only. It can't go towards operational cost.
- Since we require them to spend it on marketing, do we have some sort of guidelines for the applicant? Amber shared we require them to submit a marketing plan.
- Do we get access to any of their e-mail or media list? Amber shared she could incorporate some asset user agreement.
- Keep the application process simpler for smaller grant amounts.
- Provide pointers to smaller groups that has never received grants before.
- Can in-kind support be included? Amber shared she has to be careful as some of the consumer communication pieces go through our advertising company that is supported by Marketing Cooperative Funds not Resort Association funds.
- This should be subject to change on feed-back and experience.

**7.2 M/S/C (Jackson/Cordell) (9/0) to approve the Special Event Partnership Funding Program with the understanding that it is still a work in progress.**

**8.0 REVIEW, DISCUSSION AND COMMENTS ON PUBLIC RELATIONS RFP TO BE SENT OUT BY THE MARKETING COOPERATIVE IN APRIL – JT THOMPSON**

8.1 This item was tabled until next month.

**9.0 REVIEW, DISCUSSION AND COMMENTS ON INTERNATIONAL TRADE REPRESENTATION RFP'S TO BE SENT OUT BY MARKETING COOPERATIVE IN APRIL – JT THOMPSON**

9.1 This item was tabled until next month.

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

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

- Jason is working on the budget for next year and will continuing to work on more in-market customer events.
- Jason is attending CalSAE Elevate in Newport Beach this Sunday.
- Working on finalizing some customer event.

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

- Sarah is at MTS and her information is located in the Departmental Reports online.

**10.3 Events & Communications** – Amber reviewed the following items with the committee:

- Amber is currently working with the Augustine and Abbi Agency on a photo shoot for all 4 seasons.
- Submitted first draft of budget.
- The World Cup was a successful event and she distributed 3300 branded cowbells.
- WinterWonderGrass is happening this weekend.
- Amgen Tour of California is looking for volunteer for May 11, 2017.

- 10.4 Web** – Shelly reviewed the following information with the committee members:
- Shelly is out of town but her report is located in the Departmental Reports online.

- 10.5 PR/Social** – Liz reviewed the following information:
- Liz could not attend but her report is located in the Departmental Reports online.

- 10.6 Advertising** – Alexis reviewed the following information:
- Alexis detailed report is located in the Departmental Reports online.

**11.0 DESTIMETRICS WEST REGION MOUNTAIN MARKET BRIEF - THOMPSON**

11.1 This report is available to review in your packet and was not discussed.

**12.0 COMMITTEE MEMBER COMMENTS**

12.1 No committee member comments.

**13.0 STANDING REPORTS**

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

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

**14.0 ADJOURNMENT**

14.1 The Marketing Committee meeting adjourned at 4.14 pm.

Submitted By:

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

**ATTACHMENT A-2**  
**FY 2017-18 LAKE TAHOE TOURISM MARKETING BUDGET**  
**Draft 04/17/2017**

| <b>NLTRA Budget Income</b>                 | <b>Marketing</b>   | <b>Conference</b> | <b>Visitor Info</b> | <b>TOTALS</b>      | <b>North Lake Tahoe Marketing Cooperative Budget</b> |                    |
|--|--------------------|-------------------|---------------------|--------------------|--|--------------------|
| Placer County TOT Revenue                  | \$2,712,573        | \$ 375,519        | \$ 310,271          | <b>\$3,398,363</b> | Revenue Sources                                      |                    |
| Other revenue                              |                    | \$ 135,000        | \$ 75,000           | <b>\$210,000</b>   | NLTRA  | \$1,411,821        |
| <b>Total revenue</b>                       | <b>\$2,712,573</b> | <b>\$510,519</b>  | <b>\$ 385,271</b>   | <b>\$3,608,363</b> | IVCBVB   | \$825,000          |
|  |                    |                   |                     |                    | <b>TOTAL</b>   | <b>\$2,236,821</b> |
| <b>NON PROGRAM EXPENSES</b>                |                    |                   |                     |                    | <b>COOPERATIVE DIRECT EXPENSES</b>                   |                    |
| Personnel/Overhead Cap - Direct Costs      |                    |                   |                     | \$847,069          | Public Relations/Social Media                        | \$300,000          |
| G+A Cap - Indirect Costs                   |                    |                   |                     | \$551,073          | Leisure Sales  | \$225,000          |
| <b>SUBTOTAL</b>                            |                    |                   |                     | <b>\$1,398,142</b> | Conference Sales                                     | \$250,000          |
| <b>PROGRAM EXPENSES</b>                    |                    |                   |                     |                    | Website Content Management                           | \$47,000           |
| Training Video Series                      | \$8,500            |                   |                     | \$8,500            | Website Maintainance                                 | \$18,000           |
| Sales CRM / CMS                            | \$21,000           |                   |                     | \$21,000           | Consumer Marketing                                   | \$1,025,821        |
| Community Marketing Programs               | \$80,000           |                   |                     | \$80,000           | <b>COOPERATIVE PROGRAM EXPENSE</b>                   |                    |
| Marketing Cooperative/Media                | \$1,301,821        | \$110,000         |                     | \$1,411,821        | Sierra Ski Marketing Council                         | \$90,000           |
| Collateral Programs                        |                    |                   | \$5,000             | \$5,000            | Regional Air Service Committee                       | \$100,000          |
| Research & Planning                        | \$10,000           |                   |                     | \$10,000           | Research   | \$35,000           |
| <b>SUBTOTAL</b>                            | <b>\$1,421,321</b> | <b>\$110,000</b>  | <b>\$10,000</b>     | <b>\$1,536,321</b> | DestiMetrics   | \$35,000           |
| <b>SPECIAL EVENTS - Breakdown attached</b> |                    |                   |                     |                    | Photography / Video Production                       | \$40,000           |
| <b>SUBTOTAL</b>                            | <b>\$537,900</b>   |                   |                     | <b>\$537,900</b>   | VisitingLakeTahoe.com                                | \$36,000           |
| <b>OTHER PROGRAMS</b>                      |                    |                   |                     |                    | Content Campaigns                                    | \$25,000           |
| Consumer Surveys                           | \$20,000           |                   |                     |                    | Fulfillment  | \$10,000           |
| Cross Country/Nordic                       | \$6,000            |                   |                     |                    |  |                    |
| High Notes                                 | \$30,000           |                   |                     |                    |  |                    |
| BACC Product Campaigns                     | \$80,000           |                   |                     |                    |  |                    |
| <b>SUBTOTAL</b>                            | <b>\$136,000</b>   |                   |                     | <b>\$136,000</b>   |  |                    |
| <b>TOTAL</b>                               | <b>\$2,095,221</b> | <b>\$220,000</b>  | <b>\$15,000</b>     | <b>\$3,608,363</b> | <b>TOTAL</b>   | <b>\$2,236,821</b> |

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

**ATTACHMENT A-2**  
**FY 2017-18 LAKE TAHOE TOURISM MARKETING BUDGET**  
**Draft as of 4/18/2017**

**SPECIAL EVENTS BREAKDOWN**

|   |           |
|---|-----------|
| Spartan World Championships Sponsorship     | \$250,000 |
| Tough Mudder Sponsorship                    | \$50,000  |
| WinterWonderGrass Sponsorship               | \$15,000  |
| Autumn Food & Wine Festival Sponsorship     | \$30,000  |
| AMGEN Tour of California Womens Race        | \$18,900  |
| Broken Arrow Skyrun Sponsorship             | \$15,000  |
| North Lake Tahoe Summit Lacrosse Sponsorsh  | \$5,000   |
| 4th of July Fireworks (TC & KB) Sponsorship | \$20,000  |
| Big Blue Adventure Series                   | \$15,000  |
| Wanderlust Festival                         | \$30,000  |
| Barcelona Soccer Tournament                 | \$3,000   |
| Outlook Forum                               | \$20,000  |
| Human Powered Sports Campaign               | \$25,000  |
| Booth Activations/Swag                      | \$14,000  |
| Event Development Opportunities             | \$27,000  |
|   | <hr/>     |
|   | \$537,900 |



**ATTACHMENT A-2**  
**FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET**  
Updated 01/04/2017

| NLTRA Budget Income                        | Marketing           | Conference        | Visitor Info      | TOTALS              |
|--|---------------------|-------------------|-------------------|---------------------|
| Placer County TOT Revenue                  | \$2,625,682         | \$ 363,600        | \$ 299,923        | \$ 3,289,205        |
| Reserve recalculation allocation           | \$12,371            |                   |                   | \$ 12,371           |
| Other revenue                              |                     | \$ 135,000        | \$ 75,000         | \$ 210,000          |
| <b>Total revenue</b>                       | <b>\$ 2,638,053</b> | <b>\$ 498,600</b> | <b>\$ 374,923</b> | <b>\$ 3,511,576</b> |
| <br>                                       |                     |                   |                   |                     |
| <b>NON PROGRAM EXPENSES</b>                |                     |                   |                   |                     |
| Personnel/Overhead Cap - Direct Costs      |                     |                   |                   | \$ 848,478          |
| G+A Cap - Indirect Costs                   |                     |                   |                   | \$ 553,727          |
| <b>SUBTOTAL</b>                            |                     |                   |                   | <b>\$ 1,402,205</b> |
| <br>                                       |                     |                   |                   |                     |
| <b>PROGRAM EXPENSES</b>                    |                     |                   |                   |                     |
| Training Video Series                      | \$ 15,000           |                   | \$ 5,000          | \$ 20,000           |
| Sales CRM / CMS                            | \$ 21,000           |                   |                   | \$ 21,000           |
| Community Marketing Programs               | \$ 80,000           |                   |                   | \$ 80,000           |
| Marketing Cooperative/Media                | \$ 1,167,371        | \$ 110,000        |                   | \$ 1,277,371        |
| Collateral Programs                        |                     |                   | \$ 5,000          | \$ 5,000            |
| Conference NTPUD/Event Center              |                     | \$ 8,000          |                   | \$ 8,000            |
| Research & Planning                        | \$ 10,000           |                   |                   | \$ 10,000           |
| <b>SUBTOTAL</b>                            | <b>\$ 1,293,371</b> | <b>\$ 118,000</b> | <b>\$ 10,000</b>  | <b>\$ 1,421,371</b> |
| <br>                                       |                     |                   |                   |                     |
| <b>SPECIAL EVENTS - Breakdown attached</b> |                     |                   |                   |                     |
| <b>SUBTOTAL</b>                            | <b>\$ 524,000</b>   |                   |                   | <b>\$ 524,000</b>   |
| <br>                                       |                     |                   |                   |                     |
| <b>OTHER PROGRAMS</b>                      |                     |                   |                   |                     |
| Transportation Marketing                   | \$ 48,000           |                   |                   |                     |
| Cross Country/Nordic                       | \$ 6,000            |                   |                   |                     |
| High Notes                                 | \$ 20,000           |                   |                   |                     |
| Bike Tahoe                                 | \$ 4,000            |                   |                   |                     |
| Performance Review                         | \$ 6,000            |                   |                   |                     |
| BACC Product Campaigns                     | \$ 80,000           |                   |                   |                     |
| <b>SUBTOTAL</b>                            | <b>\$ 164,000</b>   |                   |                   | <b>\$ 164,000</b>   |
| <br>                                       |                     |                   |                   |                     |
| <b>TOTAL</b>                               | <b>\$1,981,371</b>  | <b>\$ 236,000</b> | <b>\$ 20,000</b>  | <b>\$ 3,511,576</b> |

| North Lake Tahoe Marketing Cooperative Budget |                     |
|---|---------------------|
| Revenue Sources                               |                     |
| NLTRA   | \$ 1,277,371        |
| IVCBVB  | \$ 735,000          |
| <b>TOTAL</b>                                  | <b>\$ 2,012,371</b> |

| COOPERATIVE DIRECT EXPENSES   |              |
|-------------------------------|--------------|
| Public Relations/Social Media | \$ 160,371   |
| Leisure Sales                 | \$ 177,500   |
| Conference Sales              | \$ 217,000   |
| Website Content Management    | \$ 47,000    |
| Consumer Marketing            | \$ 1,022,600 |

| COOPERATIVE PROGRAM EXPENSE    |                     |
|--------------------------------|---------------------|
| Sierra Ski Marketing Council   | \$ 80,000           |
| Regional Air Service Committee | \$ 100,000          |
| Research                       | \$ 75,000           |
| DestiMetrics                   | \$ 29,900           |
| CRM/CMS Upgrade                | \$ 10,000           |
| VisitingLakeTahoe.com          | \$ 36,000           |
| Photography/Video              | \$ 25,000           |
| Fulfillment                    | \$ 10,000           |
| Website Maintenance            | \$ 10,000           |
| Email Marketing                | \$ 12,000           |
| <b>TOTAL</b>                   | <b>\$ 2,012,371</b> |

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

**ATTACHMENT A-2**  
**FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET**  
**1/4/2017**

**SPECIAL EVENTS BREAKDOWN**

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

\*Tentitive / Pending Special Events / tab 2

**ATTACHMENT A**  
**North Lake Tahoe Resort Association**  
**Scope of Work for FY ~~2016-17~~2017-18**

The importance of tourism to the economic health of North Lake Tahoe and Placer County is well established. Accordingly, the adopted mission of the North Lake Tahoe Resort Association (Resort Association) is to ***“Promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.”***

Based upon the Agreement between Placer County and the Resort Association, the services provided by the Resort Association are summarized as follows:

- 1) Provide a full spectrum of administrative and management activities for tourism development, marketing and visitor services in and for the Placer County portion of the North Lake Tahoe region;
- 2) Undertake activities to assist Placer County in implementing the 2015 North Lake Tahoe Tourism Master Plan; and,
- 3) Assist Placer County in identifying, prioritizing and implementing the public infrastructure and operational improvements necessary for the benefit of the tourism-based economy in the Placer County portion of the North Lake Tahoe region.

The Resort Association shall implement this Scope of Work through its Administration, Tourism, Visitor Information Services and Transportation and Capital Improvement departments. For each of these departments, the Resort Association shall develop detailed budgets and work plans which directly support the 2015 North Lake Tahoe Tourism Master Plan. Each work plan shall identify:

1. Objectives;
2. Strategies and tactics to accomplish those objectives;
3. Quantifiable performance indicators by which the effectiveness of the identified strategies and tactics will be evaluated;
4. Resources required to achieve the objectives.

The tasks and performance indicators identified in this Scope of Work shall be incorporated into each department’s respective work plan. Each budget and work plan shall be reviewed and approved by the applicable Resort Association Committee(s) and by the Resort Association Board of Directors by August, 2016. The Resort Association shall endeavor to obtain and incorporate input from tourism-based economy stakeholders and the broader local community when developing its programs, annual work plans and budgets.

**ADMINISTRATION** The Resort Association is established as a 501(c) (4) community based California non-profit public benefit corporation. The function of the Resort Association's administration and management team shall be to manage the corporation and oversee the services and programs operated by the corporation.

Tasks:

- Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.

Performance Indicators:

- Compliance with all requirements of the Placer County/Resort Association Agreement.

**TOURISM** The mission of the Tourism department 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.”*

To accomplish its mission, the Tourism department shall provide the following services, activities and functions:

### **1) Marketing, Sales and Visitor Information**

Develop and execute comprehensive marketing, advertising and promotions programs designed to maximize the exposure and promotion of North Lake Tahoe as the premier international mountain resort destination in the Western United States.

Tasks:

- In consultation with the Resort Association's Business Association Chamber Collaborative and Marketing Committee, develop and implement an annual integrated media, marketing and promotions plan which is targeted to audiences located either permanently or temporarily, within the North Lake Tahoe area and outside of the North Lake Tahoe area. This plan will meet the requirements of the required work plan for the Tourism and Visitor Information Services Departments.

Such plan shall focus on the following tasks:

1. Increasing visitor awareness of all of the amenities offered in the region;
2. Focus on driving visitation to the mountain resort communities during the summer and visitation to the lakeshore communities in the winter;
3. Increasing visitation to the destination during mid-week and strike zone time periods;
4. Increasing average length of stay per visitor and total number of visitors arriving by air.

Performance Indicators:

- Increase in TOT collections by 2% as compared to FY ~~2015-16~~2016-17.
- Increase number of travelers arriving by air by 3% as compared to FY ~~2015-16~~2016-17.
- Increase mid-week occupancy by ~~7%~~5% compared to FY ~~2015-16~~2016-17 average occupancy.
- Increase occupancy in the months of ~~September &~~ October ~~2016-2017~~ and ~~May & June~~ 2017-2018 by 3% as compared to FY ~~2015-16~~2016-17.
- Increase consumer participation in specific in-market marketing initiatives by ~~15%~~10% as compared to FY ~~2015-16~~2016-17.

The Integrated Media, Marketing and Promotions Plan will also include the following tasks and performance indicators:

a) Public and Media Relations

Tasks:

- Increase public and media awareness of North Lake Tahoe as a premier year-round active and family travel destination.
- Generate positive editorial coverage in national, regional and international publications and communications channels.
- Conduct domestic and international media familiarization trips.
- Provide assistance to journalists on assignment in North Lake Tahoe.
- Frequently update content for the media center and blog on GoTahoeNorth.com.
- ~~Integrate messaging between traditional media and online media.~~

Performance Indicators:

- Advertising equivalency of public relations efforts increased by ~~5%~~7% over FY ~~2015-16~~2016-17.
- Number of media contacts and press releases downloaded from GoTahoeNorth.com increased by ~~7%~~5% over FY ~~2015-16~~2016-17.
- References to GoTahoeNorth.com in editorial stories and features about North Lake Tahoe increased by ~~20%~~10% over FY ~~2015-16~~2016-17.

b) Social Media

Tasks:

- Utilize social media to increase public awareness of North Lake Tahoe.
- Increase followers and engage viral community.

Performance Indicators:

- Number of social media followers increased by ~~40%~~15% over FY ~~2015-16~~2016-17.
- Increase number of consumer sharing across Facebook, Instagram, Pinterest, Snapchat and Twitter platforms by 20% as compared to FY ~~2015-16~~2016-17.

- c) Website - As the main fulfillment channel for all consumer marketing efforts, GoTahoeNorth.com must contain compelling content and be fully leveraged to maximize promotion of North Lake Tahoe.

Tasks:

- Regularly update GoTahoeNorth.com with content designed to engage travelers and inspire year-round and mid-week visitation to North Lake Tahoe.
- Include information that a visitor would need to book a trip to North Lake Tahoe and find information to enhance their visit while in market.

Performance Indicators:

- Total unique visitors to site increased by ~~5%~~10% over FY ~~2015-16~~2016-17.
- Average length of stay on the site increased by ~~10%~~15% over FY ~~2015-16~~2016-17.
- ~~Reduce bounce rate of the site by 5% as compared to FY 2015-16.~~
- Number of lodging referrals increased by 5% over FY ~~2015-16~~2016-17.
- Organic search increased by ~~5%~~10% over FY ~~2015-16~~2016-17.
- Number of newsletter sign-ups increased by ~~5%~~12% over FY ~~2015-16~~2016-17.

d) Special Event Partnership Grant Process

Tasks:

- Administer the Community Marketing Program and Special Events ~~Mini-Grant~~ Partnership process.
- ~~\_\_\_\_\_~~

Performance Indicators:

- Implementation of grant special event partnership contracts and corresponding reports with detail on agreed upon ROI.

- 2) **Group and Conference Sales** The purpose of this program is to increase the number of group meetings and conferences held at North Lake Tahoe each year. The program shall include a focus on increasing awareness in the national and regional meetings industry of North Lake Tahoe as a premier meeting, ~~and~~ conference and events destination.

Tasks:

- Promote the Placer County portion of North Lake Tahoe at industry trade shows and events.
- Conduct sales missions, site inspections and familiarization tours (FAMs).
- Conduct in market customer events in strategic markets (SF, Sacramento, Chicago, Washington DC)
- Establish and maintain relationships with meeting planners, event coordinators and other travel professionals that are responsible for selecting destinations for future programs.

- Increase awareness in southeastern United States with full time sales person dedicated to that market. (Florida, Georgia, Tennessee)
- ~~Foster direct relationships with organizations and groups that regularly travel to offsite locations for conferences, incentives, conventions, seminars, meetings, training and similar gatherings.~~

Performance Indicators:

- Increase TOT and other revenues associated with group and meetings business by 5% over FY ~~2015-16~~2016-17.
- Increase total leads by 10% over FY 2016-17.
- Increase total ~~leads and total~~ booked revenue by 5% over FY ~~2015-16~~2016-17.
- Increase number of ~~group and conference~~ requests for proposal submitted through GoTahoeNorth.com by ~~5%~~10% over FY ~~2015-16~~2016-17.
- Increase number of in market customer events from 1 to 4 (SF, Sacramento, Chicago, Washington DC)
- Attract at least one major meetings industry customer event to North Lake Tahoe. (MPI, CalSAE, Connect, etc.)
- Host at least one meeting industry familiarization tour with 10+ customers
- Increase leads from southeast market by 10%

**3) Leisure Sales** The purpose of this program is to increase vacation and leisure travel to North Lake Tahoe. The program shall focus on building regional, national and international tourism business for North Lake Tahoe through a variety of trade shows, familiarization tours, promotional programs and training for travel/reservation agents.

Tasks:

- Utilize multiple distribution channels for the sale of North Lake Tahoe vacations and vacation products, including: 1) on-line travel agents (OTA's); 2) travel agent consortiums; and, 3) domestic and international tour operators.
- Serve as the primary liaison to the cooperative tourism marketing programs available at the state level, including partnership with, but not limited to Visit California, Travel Nevada and the High Sierra Visitor Council.
- Serve as the primary liaison to Visit California's General Sales Agents (GSAs) in international markets as identified as priorities for development.
- Host at least two travel trade FAMs per year, one with a summer focus and one with a winter focus.
- In conjunction with the Resort Association's Public Relations team and with GSAs, host multiple media FAM trips.

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

Performance Indicators:

- Conduct at least 15 annual Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product brochure placement in wholesale and tour operator sales channels by 10% over FY 2015-16/2016-17.
- Increase newsletter database of travel agents located outside the four hour drive market by 20% over FY 20-15-16.
- Create a travel industry page that connects directly to GoTahoeNorth.com
- Create a leisure sales tracking program with OTAs and/or domestic and international tour operators. Track peak and non-peak room nights.
- Increase mid-week occupancy by 7% YOY
- Build out international and domestic travel industry database to send out immediate messaging.
- Increase newsletter database by 20%

**4) Special Events & Communications** ~~This~~ ~~These~~ ~~programs~~ ~~is~~ ~~are~~ intended to support the development, implementation ~~and~~ promotion and communications of special events held in the Placer County portion of North Lake Tahoe and to attract new events to the destination. The ~~programs~~ shall focus on attracting events that take place within an identified Resort Association strike zone and with a nexus to Resort Association initiative areas, including developing North Lake Tahoe's reputation as a premier destination for Human Powered Sports and assist in the communications of the local impacts of each event.

**Events**

Tasks:

- Execute and manage contracts for all Resort Association sponsored special events, ensuring all promotional considerations are received.
- Coordinate with event producers to insure necessary permits are submitted at least 90 days prior to event date for all Resort Association sponsored special events.
- Assist event producers in completion of final event report including specific tracking measurements necessary to determine an event ROI for all Resort Association sponsored special events.
- Assist in facilitating regional and event surveys during the 2017 summer season.



- Work with Sales and The Abbi Agency to organize a Super FAM during the 2018 Autumn Food & Wine Festival.
- Develop and execute a more engaging visitor information booth at regional events.
- Oversee and execute the Special Event Partnership Funding program.
- ~~Develop or recruit one special event with national and/or international television coverage, preferably in an identified initiative area and/or during a strike zone period.~~
- ~~Execute and manage contracts for all Resort Association-sponsored special events, ensuring all promotional considerations due to the Resort Association and/or Placer County are received.~~
- ~~For all Resort Association-sponsored special events, assist event producer in the completion of final event report which shall include specific tracking measurements necessary to determine return on investment of the event.~~
- ~~Publish and maintain on GoTahoeNorth.com a calendar of special events to be held in North Lake Tahoe.~~

**Performance Indicators:**

- Create and execute a one day regional event producer educational conference.
- Recruit one special event with national and/or international media coverage, preferably in an identified initiative area and/or during a strike zone.
- Implementation of new Special Event Partnership Funding program – information and application online, contract management and ROI reports.
- ~~One or more new events with national and international television coverage held during a strike zone in FY 2016-17.~~
- ~~All promotional considerations due to Resort Association and/or Placer County documented as having been received.~~
- ~~Return on Investment reports for each sponsored event completed within 60 days after the event.~~

**COMMUNICATIONS**

**Tasks:**

- Insure local districts and public service agencies are notified of Resort Association sponsored special events.
- Create and distribute a toolkit for event producers including local and regional media information, NLT social handles and hashtags, and destination information.
- Develop and manage a centralized media resource library for NLTRA and NLTMC.
- Communicate with regional event producers on a regular basis to ensure events are being uploaded to the Special Events Calendar on GoTahoeNorth.com.
- Increase regional awareness of BACC marketing campaigns.

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Performance indicators:

- Event notifications distributed after sponsorships are approved by the NLTRA Board of Directors and on a quarterly basis via email.
- Track usage of hashtags for events to create benchmark
- Present BACC mission and campaigns to at least five stakeholder and/or regional organizations.

**VISITOR INFORMATION SERVICES** The purpose of the Resort Association's Visitor Information Services department is to provide high quality, comprehensive and convenient information services to welcome visitors to North Lake Tahoe and provide them with helpful information. This information, and the way in which it is presented, will serve to enhance the North Lake Tahoe experience and encourage longer stays and/or return visitation.

Tasks:

- Develop, publish and distribute the bi-annual North Lake Tahoe Official Visitor Guide. Summer guide distribution shall be 50,000 copies; winter guide distribution shall be 20,000 copies.
- Update, publish and distribute a minimum of ~~20,000~~25,000 North Lake Tahoe Neighborhood Maps.
- Operation of the year-round Tahoe City Visitors Center, which shall provide guests with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Operation of the summer-season (July 4<sup>th</sup> weekend through Labor Day weekend) Visitor Center at Kings Beach State Recreation Area, which shall provide visitors with information concerning North Lake Tahoe businesses, attractions, events and activities.
- Maintain an information kiosk in the Reno Sparks Convention and Visitor Authority Visitor Center in Downtown Reno.
- Ensure information racks at the Reno-Tahoe International Airport are stocked at all times with materials promoting North Lake Tahoe.
- The Director of Visitor Services shall ~~meet bi-annually~~continue to work with a majority of the lodging properties located in the Placer County portion of North Lake Tahoe to advise them of the services and benefits provided by the Resort Association.
- Regularly distribute information concerning events and business opportunities to lodging operators and other local businesses.
- ~~Develop and d~~Distribute ~~a the~~ customer service training video for staff of local businesses, with a target of providing training to a minimum of 500 employees. The training video shall provide local business employees with knowledge of the destination to enhance the visitor experience and encourage repeat visitation.
- Continually iImplement Gateway Assessment recommendations. Included in visitor center program budget ~~for 2016-17.~~

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Performance Indicators:

- Increase the number of visitors served in visitor information centers by 2% over FY ~~2015-16~~2016-17.
- Increase the number of visitors accessing GoTahoeNorth.com while in market by ~~2%~~5% over FY ~~2015-16~~2016-17.
- ~~Completion and d~~Distribution of customer service training video as specified above.
- Visitor participation in local events
- Increase visitor outreach at events by 3% over FY 2016-17.

**CAPITAL IMPROVEMENTS AND TRANSPORTATION** The mission of the Capital Improvements and Transportation department is to “*Improve Visitor and Community Infrastructure Facilities & Transportation Services for the Benefit of North Lake Tahoe’s Tourism-based Economy*”. The Resort Association shall serve in an advisory capacity to Placer County in identifying the Capital Improvements and Transportation services that are necessary to enhance the tourism-based economy in North Lake Tahoe.

Tasks:

- Prepare the annual update of the Long Range Capital Improvement Plan for the necessary capital improvements that benefit North Lake Tahoe’s tourism-based economy.
- Carry out the annual Capital Improvements Call for Projects process, including: preparation and publication of the application materials; receive, review and forward eligible applications to the Resort Association Capital Investment/Transportation Committee for their evaluation and recommendations for funding.
- Execute and manage a contract for each approved Capital Improvement project.
- Monitor and report quarterly (per Attachment E) on the status of projects and programs approved for Capital Improvement and/or Capital Maintenance funding.
- Work with DPWF to receive concurrence from Caltrans to move forward with wayfinding signage in State right-of-ways.
- Participate in community planning studies for capital improvement projects and programs that would benefit the tourism-based economy in North Lake Tahoe.
- Initiate snow removal pilot program on multi-use trail section.

Performance Indicators:

- Execution of a project contract and implementation of the project in accordance with the timeline and scope of work established in each project’s respective funding application and contract.
- Installation of 15 new wayfinding signage in Caltrans right-of-way.

Tasks:

- Work with PCTPA to participate on ½ cent transportation sales tax ballot measure if approved by Board of Supervisors by providing and distributing educational ballot measure information.
- Plan, with partners, the North Tahoe Transportation Summit, for the purpose of updating the community on the current status of the Tahoe Truckee Transit Vision, Placer County's Tahoe Truckee Regional Transit Systems Plan Update, the Transportation Sales Tax ballot measure, as well as development of short and long-term strategies to implement the transit vision. Apply community polling results to further clarify Transit Vision priorities.
- Provide a recommendation to Placer County on transportation services necessary for the benefit of the tourism-based economy in North Lake Tahoe for FY 2016-17 and beyond.
- Execute and manage contracts for traffic management services in Tahoe City and Kings Beach.
- Conduct on-site monitoring of FY 2016-17 traffic management services.
- Development of funding sources for Transit Vision plan.

Performance Indicators:

- Signed contract and schedule for traffic management in winter and summer and report on monitoring 30 days following season.
- Increase passengers per vehicle service hour by 2% as compared to FY 15-16 for each Transportation service/program.

## **RESEARCH AND PLANNING:**

Tasks:

- Contract for various Research and Planning activities to provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Capital Investment and Transportation projects, or efforts for further implementation of the adopted NLTRA Tourism Master Plan and 5-year Strategic Goals.

Performance Indicators:

- Quarterly report (Attachment E) on Research and Planning activities including contractor, service provided, results, planned action steps and funds contracted for and allocated to date.

## **PROGRAM MONITORING AND EVALUATION**

Tasks:

- Complete evaluation of all performance indicators identified in Scope of Work. Work with County staff to recommend any changes.

- Conduct at least two member and partner workshops to review the results of in-market marketing, advertising and promotions efforts.

Performance Indicators:

- Report on evaluation of performance indicators including recommendations on proposed changes.
- Report including summary of workshop feedback and strategies to be incorporated into media, marketing and promotions plan 30 days following workshop.



## **Executive Summary**

### **Organization Structure Task Force**

#### **Marketing Sub-Committee**

April 21, 2017

Prepared by

*JT Thompson, Tourism Marketing Director*

### **Sub-committee meetings**

Meetings took place monthly one hour prior to the monthly marketing committee meetings from September 2016 through March 2017. No meeting in December 2016 and two meetings were held in April 2017.

### **Sub-committee members**

Andy Chapman – IVCBVB / Coop Marketing Committee

Brett Williams –Agate Bay Realty / Board Member & Marketing Committee

DeDe Cordell – Placer County PIO Office / Marketing Committee

Marguerite Sprague – Tahoe Arts / Marketing Committee

Carlyne Fajkos - Northstar California / Marketing Committee

Eric Brandt – Destination Media / Marketing Committee

Christine Horvath – Squaw Valley Alpine Meadows / Marketing Committee

Erin Casey – Placer County Executive Office / Marketing Committee

Todd Jackson – Big Blue Adventures / Marketing Committee

## Overview

Task Force members were in agreement that the DMO role is a very important and valuable function for NLTRA. In defining the strategy and role for the DMO, there were questions about where NLTRA should focus its marketing efforts (Bay Area vs. National vs. International), how much it should be spending and whether or not it is truly competitive versus other comparable destination marketing organizations. The collaboration that the NLTRA has both regionally and with State partners, international partners, lodging properties and air service was strongly supported by the Task Force.

The set of recommendations from the Task Force with respect to Marketing centered around identifying the appropriate competition and comparing NLTRA from an apples to apples comparison. Initial data compiled by the Task Force suggested that NLTRA did not seem to have the level of budget that the others had and perhaps needed to raise more dollars to be competitive. Further research compiled by the subcommittee substantiated those initial findings.

### Task Force Recommendations to the Marketing subcommittee

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

#### Pros:

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

#### Cons:

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



## **Definition of a DMO**

Destination marketing organizations (DMOs) come in many different forms, but all are the principal organization of a given political division or subdivision that is organized to promote its respective destination to attract visitors and/or to solicit and service conferences and events.

It is defined and authorized by its appropriate incorporated government entity as the representative organization exercising those functions.

These organizations charged with representing a specific destination and helping the long-term development of communities through a travel and tourism strategy.

For visitors, DMOs are like a key to the city. They can serve as a broker or an official point of contact for convention, business and leisure travelers. They assist planners with meeting preparation and encourage business travelers and visitors alike to visit local historic, cultural and recreational sites.

## **Value of DMOs**

Travel and tourism drives economic growth of destinations across the globe by cutting across multiple local industries. By investing in travel and tourism through destination marketing to the tune of over four billion U.S. dollars annually worldwide, destination marketing organizations (DMOs) promote the long-term development and marketing of a destination, focusing on convention sales, tourism marketing and service.

## **Who They Represent**

Within the local community, DMOs represent the hotels, facilities, attractions, restaurants and other providers serving travelers.

## **Who They Reach**

While their approaches and structures vary, DMOs are the masterminds behind campaigns marketing an entire destination to a variety of audiences, including meeting professionals, business travelers, tour operators and individual visitors. They also champion for the continued success of the local economy by engaging businesses, residents, and elected officials with the travel and tourism industry.

## **Current NLTRA DMO Marketing Structure**

The 2016/2017 NLTRA marketing budget was approximately \$3M and is responsible for regional events, conference sales, leisure sales, visitor information, marketing and advertising, PR, social media and digital marketing. The NLTRA also provides 58% of funding of the North Lake Tahoe Marketing Cooperative.

The North Lake Tahoe Marketing Cooperative (NLTMC) is a cooperative agreement between the NLTRA and the Incline Village Crystal Bay Visitors Bureau 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 website for fulfillment and referrals to area businesses and constituents. The NLTMC is overseen by the Cooperative Marketing Committee consisting of four members from each entity. This committee, with input and direction from each organization, directs the implementation of the NLTMC marketing efforts.

The departments within the NLTMC work to bring an integrated approach to tourism, economic and community development with a focus on North Lake Tahoe's status as a leisure and adventure destination within the Sierra Nevada Mountains of California and Nevada.

## **Competitive set analysis**

The final competitive set breakdown (Attachment A) included the following destinations. These were the DMO's that were willing to provide reliable and consistent data to compare with North Lake Tahoe.

- Mammoth Lakes Tourism
- Visit Park City
- Visit Santa Cruz County
- Tahoe South
- North Lake Tahoe

## **Subcommittee notes**

- All other competitive set destinations are incorporated areas
- The value of air service
- Other destinations offer more of a resort experience
- Not enough "kid-friendly" and free activities for families

## **Subcommittee recommendations**

- Bring all social media responsibilities in-house
- Strengthen communications with local tourism entities
  - Highlight strengths
  - The value of tourism marketing
  - How / When / Why we market the destination
- Increase brand awareness within “fly-in markets”
  - Chicago, Dallas, Houston, Austin, Atlanta, New York, So. California
- Utilization of one logo
- Focus additional resources on arts & culture
- Increase public relations participation with Visit California and Travel Nevada
- Increase coop opportunities with resorts and lodging
- Cultural emersion for agencies and staff

## **OTHER RESEARCH**

### **2015 DMO Organizational & Financial Profile Study by DMAI**

#### **Executive Summary**

The 2015 DMO Organizational and Financial Profile Study is the most comprehensive benchmark study on DMO structures and organizational practices in the destination marketing sector today. This biennial survey of DMOs produces a series of core organizational metrics for peer comparison and to assist in the development, strategies and management of all DMOs. A total of 246 DMOs from the United States, Canada and Bermuda participated in the 2015 program.

This study is made available by the Destination Marketing Association International (DMAI), which protects and advances the success of official destination marketing organizations worldwide. DMAI thanks all of the respondents for their invaluable contribution to this study.

The following Executive Summary content provides some key highlights at an industry-wide level. More detailed results and summary findings of the 2015 survey are presented in the main body of this report.

## 2015 DMO INDUSTRY AVERAGES

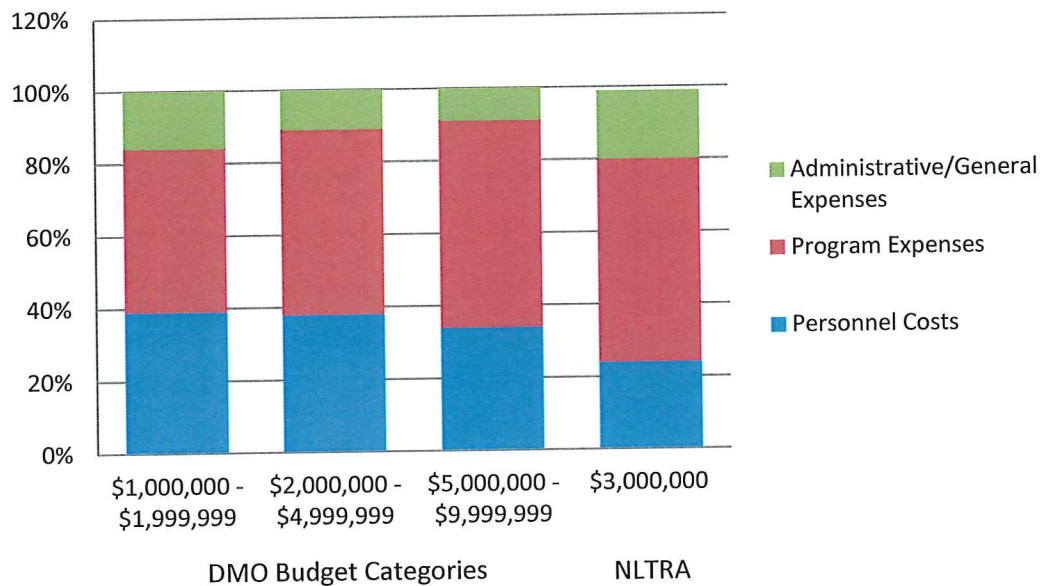
### Annual Budget

|         |         |         |         |         |
|---------|---------|---------|---------|---------|
| \$2.89M | \$2.91M | \$3.00M | \$3.31M | \$3.39M |
| 2011    | 2012    | 2013    | 2014    | 2015    |

DMO budgets on average continue an upward trend since 2011, reaching their highest level at \$3.39 Million in 2015. Significant growth in average DMO budgets was recorded between 2013 and 2014.

### Annual Budget Allocations

For 2015, reporting DMOs allocated just over half of their budget to specific marketing/promotions programs, with 37% invested in personnel costs, and just over 11% in administrative/general expenses. These broad allocations varied by DMO budget size – marketing/promotions programs generally increased as a percentage of overall expenses as DMO budgets grew, while personnel costs generally decreased as an overall percentage as DMO budgets rose. Administrative/general expenses fluctuated a little, yet were generally consistent in the range of 10% - 12% of overall expenses regardless of DMO budget category.



## **Funding / Revenue**

Most DMOs surveyed continue to receive the vast majority of their funding from public sources. Smaller (less than \$1 Million) and mid-sized (\$1 Million to \$5 Million) budget DMOs reported receiving approximately 90% of their total funding from public sources. More than 87% of DMOs reported receiving hotel room tax revenue, by far the leading source of public investment. Tourism Improvement District/Marketing District/Voluntary Assessments are rapidly growing as a revenue source, with 14% of DMOs receiving these funds.

Advertising revenue is the most prevalent form of private source revenue reported by DMOs generally in 2015 (19%), with membership dues representing 16% of revenues on average. Approximately 39% of DMOs have dues-paying members, with the percentage increasing to nearly 60% for the larger DMOs (greater than \$5 Million). Partnership revenue accounted for 12% of private source funding received by DMOs generally.

## **Overall Staff Size**

More than one-third of DMO survey respondents added full-time staff in 2015. Only 8% reported a decrease, predominantly among the mid-sized DMOs. For the 2015 fiscal year, the median number of full-time equivalent employees among all reporting DMOs was 16.

DMOs overall continue to deploy a staffing strategy that focuses on targeted marketing, business development, and visitor servicing efforts for their respective destinations. Of note, DMOs are increasingly dedicating more specialized staff to the sport/event market. The sport/event market now joins destination-level marketing and communications, convention sales, visitor servicing, and travel trade support as a core visitor market development activity specifically assigned to DMO staff.

## **Marketing / Promotions Program Allocations**

On an individual basis, DMO respondents report a variety of marketing/promotions efforts that directly reflect their destination profile as a leisure destination, a business market destination, or a combination of both. Among all DMOs reporting on average, the largest program spending is generally focused on the leisure (direct consumer) market, followed by the meetings and conventions sector, the sport/event market, and then the travel trade sector.

Marketing/promotions budgets overall are increasingly being allocated to online/digital activities, with continued spending reductions generally reported for offline/traditional activities. In 2015, 39% of budgeted spending by reporting DMOs overall is now dedicated to online/digital marketing and engagement strategies, with a new low of 61% allocated to offline/traditional marketing and promotions.

On an overall basis, responding DMOs report that they are directing the vast majority (91%) of their marketing/promotions program budgets to their domestic markets in 2015.

### **Overall findings and recommendations from Marketing Committee**

Attachment A

|  | Mammoth   | Park City  | Santa Cruz   | SLT   | NLT   |
|--|---|--|--|---|---|
| Marketing Budget Program Expenses Only | \$4,050,000   | \$7,254,917  | \$1,878,850  | \$4,250,000   | \$2,109,371   |
| Number of Units / Spend Per Unit       | 4,600 / \$880   | 6,541 / \$1,109  | 4,800 / \$391  | 12,000 / \$354  | 6,400 / \$466   |
| Leisure % / Total Spend                | 13% / \$526,500   | 12% / \$870,590  | 11% / \$206,673.50   | 12% / \$510,000.00  | 7.1%** / \$149,765.34   |
| Events % / Total Spend                 | 8% / \$324,000  | 11% / \$798,040  | 12% / \$225,462.50   | 23.5% / \$977,500.00  | 18.3% / \$386,014.89  |
| Conference % / Total Spend             | 5% / \$202,500  | 9% / \$652,924   | 8% / \$150,308.00  | 0% / \$0.00   | 8.3% / \$175,077.79   |
| Social/PR % / Total Spend              | 13% / \$526,500   | 12% / \$870,590  | 9% / \$169,096.50  | 12% / \$510,000.00  | 7.3% / \$153,984.08   |
| Consumer Advertising % / Total Spend   | 41% / \$1,660,500   | 26% / \$1,886,278  | 33% / \$620,020.50   | 42% / \$1,785,000.00  | 37%** / \$780,467.27  |
| Other % / Total Spend                  | 20% Airline MRGs*   | 30% Visitor Services   | 27% Visitor Services   | 11.5% Partnerships  | 6.2% Partnerships** and 7.1% VIC                                    |
| Annual Occupancy                       | 48%   | 44%  | 67%  | 40%   | 50%   |
| Winter                                 | 48%   | 48%  | 56%  | 41%   | 48%   |
| Summer                                 | 47%   | 39%  | 78%  | 39%   | 52%   |
| Length of Stay                         |   |  |  |   |   |
| Winter                                 | 3.2   | 6.7  | 3.1  | 3.5   | 3.2   |
| Summer                                 | 4.1   | 5.4  | 4.1  | 3.2   | 4.1   |
| Average Daily Rate                     |   |  |  |   |   |
| Winter                                 | \$278   | \$235  | \$138  | \$127   | \$276   |
| Summer                                 | \$194   | \$126  | \$175  | \$148   | \$263   |
| Spend per person - per night           | \$340   | \$264.50   | \$98.58  | 266 - Does not include gaming                                       | \$300.90  |
| Marketing Staff Breakdown              | 1 Admin, 1 Marketing, 1 Leisure/Conf Sales, 1 PR/Social, 1 Director | 2 Admin, 3 Leisure Sales, 3 Conf Sales, 2 Marketing, 2 PR, 1 Soc Media, 2 Events, 2 VP's | 1 Admin, 1 Leisure Sales, 1 Conf Sales, 1 Marketing, 1 PR/Film Comm., 1 Director | 1-Admin, 1-Leisure Sales, 0-Conf Sales, 2-Asst Director, 1-Director | 1 Admin, 2 Conf Sales, 1 Leisure Sales, 1 Event/Comm., 1 - Director |

No consistent Mid-week occupancy information available

\*MRG - Minimum Revenue Guarantee

\*\* NLTRA Calculations include the total marketing spend and includes the IVCBVB funds in the Marketing Cooperative

**Attachment A-3**  
**FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET**

| SPECIAL EVENTS BREAKDOWN   | Approved Budget  | Spent            | Allocated (Not Paid Yet) | Remaining        | Notes                                   |
|--|------------------|------------------|--------------------------|------------------|---|
| 2016 Spartan World Championships Sponsorship                             | \$210,000        | \$198,550        | \$0                      | \$11,450         |   |
| 2017 Tough Mudder Sponsorship  | \$50,000         | \$0              | \$0                      | \$50,000         | Event Canceled - 3/28/17                |
| 2017 WinterWonderGrass Sponsorship                                       | \$15,000         | \$15,400         | \$0                      | (\$400)          | Included TC Banners (\$400)             |
| 2016 Autumn Food & Wine Festival Sponsorship                             | \$30,000         | \$30,000         | \$0                      | \$0              |   |
| 2017 AMGEN Tour of California Womens Race Sponsorship                    | \$27,000         | \$18,900         | \$0                      | \$8,100          | Split Sponsorship with IVCBVB           |
| 2017 Broken Arrow Skyrun Sponsorship                                     | \$20,000         | \$10,000         | \$10,000                 | \$0              |   |
| 2017 North Lake Tahoe Summit Lacrosse Sponsorship                        | \$5,000          | \$5,000          | \$0                      | \$0              |   |
| 2016 & 2017 4th of July Fireworks (Tahoe City & Kings Beach) Sponsorship | \$40,000         | \$20,000         | \$0                      | \$20,000         | 2016 \$20k was paid out of 15.16 budget |
| Human Powered Sports Series  | \$25,000         | \$0              | \$25,000                 | \$0              |   |
| Event Development Opportunities  | \$112,000        | \$71,664         | \$21,500                 | \$18,836         |   |
| 2017 Wanderlust Sponsorship  | \$35,000         | \$30,000         | \$5,000                  | \$0              | Swag                                    |
| 2017 World Cup Sponsorship   | \$40,000         | \$39,564         | \$0                      | \$436            |   |
| <i>Branded Cowbells</i>  |                  | \$9,564          |                          |                  | <i>Part of World Cup Funds</i>          |
| 2017 Tahoe Film Festival Sponsorship                                     | \$5,000          | \$0              | \$0                      | \$5,000          | Came out of Co-Op Budget                |
| 2017 AMGEN Tour of California Mens Race Sponsorship                      | \$15,000         | \$0              | \$0                      | \$15,000         | Didn't come to NLT                      |
| Event Development/Team California  | \$7,000          | \$0              |                          | \$7,000          |   |
| New Event Marketing Opportunities  | \$10,000         | \$2,100          | \$16,500                 | (\$8,600)        |   |
| <i>2017 No Barriers Summit</i>   |                  |                  | \$10,000                 |                  | <i>New Opportunity</i>                  |
| <i>2017 Barcelona Soccer Tournament Sponsorship</i>                      |                  | \$0              | \$3,000                  |                  | <i>New Opportunity</i>                  |
| <i>2017 Tahoe Reno Golf Tour (Media)</i>                                 |                  |                  | \$3,500                  |                  | <i>New Opportunity</i>                  |
| <i>Jeff Freeman Event Photography</i>                                    |                  | \$2,100          | \$0                      |                  | <i>New Opportunity</i>                  |
| <b>TOTAL</b>   | <b>\$534,000</b> | <b>\$369,514</b> | <b>\$56,500</b>          | <b>\$107,986</b> |   |



## 2016.2017 Remaining Event Budget Allocation

Remaining Budget \$107,986

| Item  | Cost             | Notes   |
|---|------------------|---|
| Human Powered Sports Campaign                   | \$30,000         | This is in addition to the existing \$25k already allocated (makes entire campaign \$55k)   |
| High Notes Campaign                             | \$20,800         | This is in addition to the existing \$15k already allocated (makes entire campaign \$35.8k) |
| Arts & Culture Communications Seminar           | \$2,000          |   |
| Museum Day Campaign                             | \$2,500          | Admission & Advertising   |
| Booth Infrastructure                            | \$6,000          |   |
| Branded Promotional Giveaways                   | \$5,186          |   |
| Additional Event Sponsorships                   |                  |   |
| Burton Creek Trail Running Festival Sponsorship | \$6,500          |   |
| Squaw Valley Half Marathon & Run to Squaw 8M    | \$6,500          | Already giving this event \$4k through the grant/partnership program                        |
| XTERRA Tahoe City Sponsorship                   | \$8,500          |   |
| Lake Tahoe Dance Collective                     | \$5,000          |   |
| Tahoe Trail 100                                 | \$5,000          | Ties in with HPS campaign   |
| Homewood Concert                                | \$10,000         | Received initial proposal, waiting on updated info  |
|   | <b>\$107,986</b> |   |

Remaining Budget \$107,986  
 Proposed Spend \$107,986  
 Still Remaining (\$0)

# Remaining Event Budget Proposed Plan

## Human Powered Sports Campaign

- Currently have \$25,000 allocated
- Recommending additional \$30,000
  - New Campaign Total: \$55,000

## Proposed Areas of Focus

- Running
  - Print/Online Options: Trail Runner, Runners World
  - Event Geo-Fence Options: San Francisco Marathon, California International Marathon, LA Marathon, Boulder Boulder (Denver, CO), Big Sur Marathon
- Stand Up Paddling
  - Print/Online Options: SUP Journal, Standup Journal
  - Event Geo-Fence Options: Santa Monica Pier Paddle, Battle of the Bay (SF), Pacific Paddle Games (OC, CA)
- Swimming
  - Print/Online Options: Open Water Swimming
  - Event Geo-Fence Options: La Jolla Rough Water Swim, Santa Barbara Channel, Alcatraz Sharkfest Swim
- Triathlon
  - Print/Online Options: Lava, Triathlete
  - Event Geo-Fence Options: Ironman Vineman (Sonoma, CA), Escape from Alcatraz
- Mountain Biking
  - Print/Online Options: Pinkbike, Singletracks, Mountain Bike Magazine
  - Event Geo-Fence Options: Sea Otter Classic (CA), Leadville Trail 100 (CO), Austin Rattler (TX), Barn Burner (AZ)
- Training
  - Print/Online Options: Active, Runners World, Outside

## High Notes Campaign

- Currently have \$15,000 allocated
- Recommending additional \$20,800
  - New Campaign Total: \$35,800

## Proposed Areas of Focus

- Entercom Radio Buy - \$19,800
  - Includes ad buys on the following stations in Sacramento
    - 98 Rock (KRXQ) – Active Rock
    - 107.9 the End (KDND) – Contemporary Hits
    - Radio 94.7 (KKDO) – Alternative Rock
- Pops in the Park Sponsorship - \$7,000 (\$2,500 Sponsorship, \$3,000 Activation, \$1,500 Staff Travel)
  - Four (4) Concert Series in Sacramento
    - 6/3 – East Portal Park (Joy & Madness – Funk/Soul)
    - 6/10 – Bertha Henschel Park (John Skinner Band – Big Band/Rock)
    - 6/17 – McKinley Park (Mumbo Gumbo – Soul/Blues/Rock Americana)
    - 6/24 – Glenn Hall Park (UnSupervised – R&B/Soul/Funk)
  - Major Sponsorship Includes:
    - Booth (10' x 10') at all 4 events
    - Full page ad in Pops program to be distributed at all four concerts
    - Logo link displayed at [eastsacpopsinthepark.com](http://eastsacpopsinthepark.com)

- Logo listed on Pops in the Park banner to be displayed on H Street
  - Logo listed on posters (100 to businesses) and fliers (2,500 to schools)
  - Verbal recognition at all concerts
  - Name recognition on media advisories
- Digital Media Spend - \$9,000
  - Specifically target Sacramento, Foothills, East Bay, Central Valley, Reno/Carson City

### Arts & Culture Communication Seminar

- Recommending \$2,000

#### Proposed Areas of Focus

- One(1) Day Communications Seminar
  - Regional players in the arts and culture businesses/events
  - Communicate NLTRA strategies and marketing plan
  - Strategize how we can help increase visitation to their businesses/events
- Costs Include
  - Room Fee
  - F&B

### Museum Day Campaign

- Recommending \$2,500

#### Proposed Areas of Focus

- Awareness of local/regional museums
  - Gate Keepers Museum
  - Watson Cabin Museum
  - Marion Steinbach Indian Basket Museum
  - Hellman-Ehrman Mansion
  - Museum of Sierra Ski History and 1960 Winter Olympics
  - Tahoe Maritime Museum
- Advertise a Free Admission Day for one day in the summer (Call to Action)

### Booth Infrastructure

- Recommending \$6,000

#### Proposed Areas of Focus

- Update booth infrastructure
  - Augustine is working on creative for booth walls
    - Large format map
    - Wall panel with photo opportunity
  - Branded interactive games (cornhole, etc.)

### Branded Promotional Giveaways

- Recommending \$5,186

#### Proposed Areas of Focus

- Logo & website on promotional materials
  - Targeted to event audience when appropriate

### Burton Creek Trail Running Festival Sponsorship

- Requesting \$6,500
- See attached sponsorship proposal

### Squaw Valley Half Marathon & Run to Squaw 8 Miler Sponsorship

- Requesting \$6,500
- See attached sponsorship proposal
  - *Note: Event is already receiving \$4,000 through the grant/partnership program*

### XTERRA Tahoe City Sponsorship

- Requesting \$8,500
- See attached sponsorship proposal

### Lake Tahoe Dance Collective Sponsorship

- Potential Funding \$5,000 (Underwriting Sponsorship)
- Promotes regional arts & culture events
- Anticipate 2,000 audience members in the season
  - Estimate 43% residents, 57% visitors
- Exclusive Underwriting Sponsorship Includes:
  - Name/logo included in all marketing materials with exclusive “brought to you by” billing of 2017 Season in all marketing materials (posters, website, email, program, etc.)
  - Invitation to “Friends of Lake Tahoe Dance Collective” evenings
  - Six (6) General Admission ticket vouchers for use at any 2017 Season performance (excluding Lake Tahoe Dance Festival Gala)
  - Invitation to private rehearsal of the selected performance series
  - VIP Table for 6 at Lake Tahoe Dance Festival Main Stage Performance with wine and catered snacks
  - Private invitation to rehearsal of each performance of season

### Tahoe Trail 100

- Potential Funding \$5,000
- Ties into Human Powered Sports Campaign
- Attracts 900+ riders
- Qualifier event for Leadville Trail 100 – top tier mountain bike event

### Homewood Concert

- Potential Funding \$10,000
- Approached NLTRA with a funding request for a summer concert. We’ve asked that they come back with more specific information.



### **Burton Creek Trail Running Festival Funding Request**

The Burton Creek Trail Running Festival has become a Father's Day tradition for hundreds of runners. We are asking for funding from the NLTRA to grow the awareness of the event in San Francisco Bay and Sacramento area to entice families to make a "Tahoe Father's Day Weekend".

The Burton Creek Trail Running Festival offers runners and walkers a non-technical trail experience with the choice of a 6K, 12K and Half Marathon distance. We also offer short distance kids races for the younger ones. It's our strong understanding that by promoting this event to "drive in" locations that participants would come for a weekend in North Lake Tahoe and cap off their stay with this event. This family oriented promotion will drive additional TOT to a shoulder season weekend. Our 2016 participant survey documented that 65% of the 450 participants stayed in the North Lake Tahoe area for 2 days in a hotel or house rental. We feel strongly that by branding this event as a weekend family activity we can increase the total weekend participation to over 1200 attendees with family and friends. As numerous runners were overheard saying at the end of the race; "The Burton Creek Trail run is my favorite race of the year!".

As part of the funding request we plan to provide free race photos for all runners branded with the North Lake Tahoe Resort Association logo. Runners will need to "friend" North Lake Tahoe Resort Association on Facebook to receive access to their photos.

#### Event Stats:

- 2017 Projected participants: 500
- 2017 Total event attendees: 800
- 65% outside of Tahoe/Reno area
- Tahoe Trail Running Page Likes: 2,000
- Big Blue Adventure Page Likes: 3,300
- Email Database: 20,500
- Lodging Partners: BaseCamp, Mourelatos, possibly Granlibakken

#### Outreach strategy:

Target running groups and families that want to spend a weekend in North Lake Tahoe

- Highlight a "Father's Day Weekend in Tahoe"
- Multiple distances fit abilities of group/family members
- Race start and finish festival is close to Tahoe City
- Mandatory Saturday race registration in Tahoe City, runners would need to be in NLT the day before the event



- Highlight surrounding experiences and North Lake Tahoe Area

**Total Funding Request: \$6,500**

Hard Media Placements

1. Digital/print ad Trail Runner Magazine and editorial \$1,000
  - a. Grow awareness of North Lake Tahoe as a Trail Running destination
  - b. PR placement story about spending Father's Day weekend in NLT

Other Marketing and Branding

1. Tent, banners and course signage \$1,500
  - a. Enhance look & feel of event, co-brand NLTRA
2. Video production/photo \$2,000
  - a. Document event for future promotion and growth
3. Photography Branding/Social Media sign up \$2,000
  - a. Free participant photos co-branded w/event and NLTRA logo
  - b. Participant must "like" NLTRA to gain access to photos

**Big Blue Adventure (BBA) Funding Request Deliverables provided to North Lake Tahoe Resort Association (NLTRA).**

**Components: NLTRA to receive the following considerations**

**1. NLTRA Brand Recognition**

- a. NLTRA logo to appear on free digital participant photographs.
  - i. BBA staff photographers are strategically positioned on course at all BBA events. Each participant is eligible to download free digital images from several photo choices. BBA markets this program extensively.
  - ii. Work towards implementation of the requiring a NLTRA Facebook "like" to receive the free digital photo.
- b. Website: AdventureSportsWeek.com
  - i. Gold Level sponsor/partner status on the event website sponsor/partner pages. This includes logo, messaging, and link.
  - ii. Custom Brand Page featuring NLTRA's logo, company information and link.



- c. Email
  - i. NLTRA content/logo/link incorporated into Big Blue Adventure running campaign email marketing. NLTRA content included in a minimum of 10 emails.
    - 1. Campaign List (name/size) and Open Rate
      - a. BBA 20K/20%
      - b. Trail Running 8K/20%
    - 2. Registration confirmation email
      - a. NLTRA content/logo/link/offer in the registration confirmation email to registered athlete for select events. This is the email received when you register for an event.
- d. On-site
  - i. NLTRA logo placed and featured on event finish arch
  - ii. NLTRA branded tents, banners, and windsocks displayed and incorporated into event venue
- e. Apparel
  - i. NLTRA logo present on event T-shirts provided to participants with entry.
- f. Print
  - i. NLTRA logo placed on all event posters, print advertisements, and on several pages of the Big Blue Adventure Guide (50,000 distributed; TBD based on ad sales)

## **2. Social Media**

- a. Collaborate to maximize NLTRA and BBA brand awareness and sales on our Social Media channels.
  - i. Contests
    - 1. Facebook like contest, random winner gets a free 2-night stay in North Lake Tahoe and entry to BBA event
    - 2. Picture share and post contest - winner with most shares and/or most picture likes - gets free 2-night stay in North Lake Tahoe and entry to BBA event
    - 3. Offer NLTRA 3 postings/shares to BBA Social Media pages per event promotion collaboration

## **3. On-site Activation**

- a. Expo space for promotion, sales and exhibition
- b. Public Address announcements
- c. V.I.P. passes to all BBA activities
- d. Event merchandise such as T-shirts and other apparel
- e. Complementary event entries



#### **4. Value Added**

- a. The right to the BBA event logos for advertising and promotional use
- b. The right to the event video for advertising and commercial use
- c. The right to the event still photography for advertising and promotional use
- d. The right of first refusal to sponsor BBA in the following promotional season





### **Squaw Valley Half Marathon and Run to Squaw 8 Miler Funding Request**

2017 will mark the 1st year in which we run the events concurrently. This gives running parties a choice of distances that all finish in The Village at Squaw Valley. These races accommodate an underserved demographic of athlete for Tahoe. The courses are mainly flat, paved and can be walked. This appeals to groups coming in to participate in an accessible group outing weekend, not a "hard core adventure". This year we will also be looking to include a wine tasting and yoga experience.

With the marketing strategy and race operation enhancements detailed below we feel this event can have over 500 runners this year and over 1,000 runners within two years. This drives significant TOT in the shoulder season "strike zone" with a participant demographic that will stay in top tier hotels and accommodations.

As part of the funding request we plan to provide free race photos for all runners branded with the North Lake Tahoe Resort Association logo. Runners will need to "friend" North Lake Tahoe Resort Association on Facebook to receive access to their photos. In addition, we will also make a significant investment in the race look and feel.

#### Event stats:

2016 Participants: 180  
2017 Sign ups to date: 230  
• 80% outside of Tahoe/Reno area  
Tahoe Trail Running Page Likes: 2,000  
Big Blue Adventure Page Likes: 3,300  
Email Database: 20,500  
Lodging Partner: Village At Squaw Valley, BaseCamp

#### Outreach strategy:

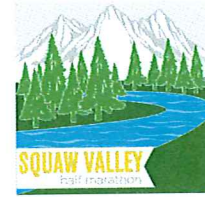
Target running groups, destination runners and half marathoners with multiple triggers:

- Runners looking for a "can't miss" spring race with multiple distances
- Fast, flat, paved course that appeals to runners and walkers alike
- Groups looking to plan destination run and make group "runcation"
- Feature the spring splendor of Tahoe
- Highlight surrounding experiences in the Squaw Village and North Lake Tahoe Area

**Total Funding Request: \$6,500**

#### Hard Media Placements:

1. Digital/print ad Runner's World \$1,000
  1. Grow awareness of event/north lake Tahoe as a road running/walking destination



Other Marketing and Branding:

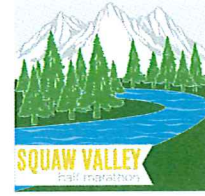
1. Tent, banners and course/finish signage upgrade \$1,500
  - a. Enhance look & feel of event, co-brand NLTRA w/applicable
2. Video production/photo \$2,000
  - a. These assets will help grow participation
3. Photography Branding/Social Media sign up \$2,000
  - a. Free participant photos co-branded w/event and NLTRA
  - b. Participants must "like" NLTRA on Facebook to gain photo access

**Big Blue Adventure (BBA) Funding Request Deliverables provided to North Lake Tahoe Resort Association (NLTRA).**

**Components: NLTRA to receive the following considerations**

**1. NLTRA Brand Recognition**

- a. NLTRA logo to appear on free digital participant photographs.
  - i. BBA staff photographers are strategically positioned on course at all BBA events. Each participant is eligible to download free digital images from several photo choices. BBA markets this program extensively.
  - ii. Work towards implementation of the requiring a NLTRA Facebook "like" to receive the free digital photo.
- b. Website: SquawValleyHalf.com
  - i. Gold Level sponsor/partner status on the event website sponsor/partner pages. This includes logo, messaging, and link.
  - ii. Custom Brand Page featuring NLTRA's logo, company information and link.
- c. Email
  - i. NLTRA content/logo/link incorporated into Big Blue Adventure running campaign email marketing. NLTRA content included in a minimum of 10 emails.
    1. Campaign List (name/size) and Open Rate
      - a. BBA 20K/20%
      - b. Trail Running 8K/20%
    2. Registration confirmation email



- a. NLTRA content/logo/link/offer in the registration confirmation email to registered athlete for select events. This is the email received when you register for an event.
- d. On-site
  - i. NLTRA logo placed and featured on event finish arch
  - ii. NLTRA branded tents, banners, and windsocks displayed and incorporated into event venue
- e. Apparel
  - i. NLTRA logo present on event T-shirts provided to participants with entry.
- f. Print
  - i. NLTRA logo placed on all event posters, print advertisements, and on several pages of the Big Blue Adventure Guide (50,000 distributed; TBD based on ad sales)

## 2. Social Media

- a. Collaborate to maximize NLTRA and BBA brand awareness and sales on our Social Media channels.
  - i. Contests
    - 1. Facebook like contest, random winner gets a free 2-night stay in North Lake Tahoe and entry to BBA event
    - 2. Picture share and post contest - winner with most shares and/or most picture likes - gets free 2-night stay in North Lake Tahoe and entry to BBA event
    - 3. Offer NLTRA 3 postings/shares to BBA Social Media pages per event promotion collaboration

## 3. On-site Activation

- a. Expo space for promotion, sales and exhibition
- b. Public Address announcements
- c. V.I.P. passes to all BBA activities
- d. Event merchandise such as T-shirts and other apparel
- e. Complementary event entries

## 4. Value Added

- a. The right to the BBA event logos for advertising and promotional use
- b. The right to the event video for advertising and commercial use
- c. The right to the event still photography for advertising and promotional use
- d. The right of first refusal to sponsor BBA in the following promotional season



### Xterra Tahoe City Funding Request

We are requesting funding from the NLTRA to enhance and grow the Xterra Tahoe City Triathlon. This annual event is poised to raise the global awareness of North Lake Tahoe as a premiere training and racing destination for off road triathletes. The swim starts and finishes of on Commons Beach and both the bike and run utilize the extensive trail network starting right from Tahoe City. As Braden Currie, elite New Zealand Xterra athlete explained to the Sierra Sun; "I have traveled for the past four years to various amazing places around the world searching for the ultimate training ground for the Xterra World Champs," Currie said. "This year I might have found it — the mountain biking in Tahoe is next level."

With promotion and race enhancement we can build Xterra Tahoe City to a 500+ participant event bringing the total event attendance to over 1,000. Our surveys have proven year over year that over 70% of the athletes and their travel groups are from outside the Reno/Tahoe area and stay at least 2 nights in local accommodation. The increase in participants will have a direct net positive effect on TOT. Additionally, this event will enlighten the growing international Xterra athlete community to the racing and training possibilities in North Lake Tahoe.

One component of the funding request is to provide free race photos for all participants branded with the North Lake Tahoe Resort Association logo. Participants will need to "friend" North Lake Tahoe Resort Association on Facebook to receive access to their photos. In addition, we will also make a significant investment in the race look and feel.

#### Event stats:

- 2017 Projected Participants: 250
- 2017 Total Attendees: 550
- 70% Outside of Tahoe/Reno area
- Adventure Sports Week Page: 1,000
- Big Blue Adventure Page Likes: 3,300
- Email Database: 20,500
- Lodging Partner: BaseCamp, Mourelatos

#### Outreach strategy:

##### Target international and domestic Xterra travel groups:

- Promote natural splendor and central start/finish location
- Partner with travel groups that bring in national and global athletes and their families



- Tri the World, destination travel partner
- Highlight surrounding experiences and North Lake Tahoe Area

**Total Funding Request: \$8,500**

Hard Media Placements

- |  |         |
|--|---------|
| 1. Digital/print ad Triathlete Magazine and advertorial                | \$3,000 |
| a. Grow awareness of event/North Lake Tahoe as a triathlon destination |         |
| b. PR placement story about training and competing in North Lake Tahoe |         |

Other Marketing and Branding

- |  |         |
|--|---------|
| 1. Tent, banners and course signage  | \$1,500 |
| a. Enhance look & feel of event, co-brand NLTRA                            |         |
| 2. Video production/photo  | \$2,000 |
| a. Document event for future promotion and thereby growth                  |         |
| 3. Photography Branding/Social Media sign up                               | \$2,000 |
| a. Free participant photos co-branded w/event and NLTRA                    |         |
| b. Participant must "like" NLTRA on Facebook to gain access to free photos |         |

**Big Blue Adventure (BBA) Funding Request Deliverables provided to North Lake Tahoe Resort Association (NLTRA).**

**Components: NLTRA to receive the following considerations**

1. **NLTRA Brand Recognition**
  - a. NLTRA logo to appear on free digital participant photographs.
    - i. BBA staff photographers are strategically positioned on course at all BBA events. Each participant is eligible to download free digital images from several photo choices. BBA markets this program extensively.
    - ii. Work towards implementation of the requiring a NLTRA Facebook "like" to receive the free digital photo.
  - b. Website: AdventureSportWeek.com
    - i. Gold Level sponsor/partner status on the event website sponsor/partner pages. This includes logo, messaging, and link.
    - ii. Custom Brand Page featuring NLTRA's logo, company information and link.



- c. Email
  - i. NLTRA content/logo/link incorporated into Big Blue Adventure triathlon campaign email marketing. NLTRA content included in a minimum of 10 emails.
    - 1. Campaign List (name/size) and Open Rate
      - a. BBA 20K/20%
      - b. Triathlon 8K/20%
    - 2. Registration confirmation email
      - a. NLTRA content/logo/link/offer in the registration confirmation email to registered athlete for select events. This is the email received when you register for an event.
- d. On-site
  - i. NLTRA logo placed and featured on event finish arch
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- f. Print
  - i. NLTRA logo placed on all event posters, print advertisements, and on several pages of the Big Blue Adventure Guide (50,000 distributed; TBD based on ad sales)

## **2. Social Media**

- a. Collaborate to maximize NLTRA and BBA brand awareness and sales on our Social Media channels.
  - i. Contests
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    - 3. Offer NLTRA 3 postings/shares to BBA Social Media pages per event promotion collaboration

## **3. On-site Activation**

- a. Expo space for promotion, sales and exhibition
- b. Public Address announcements
- c. V.I.P. passes to all BBA activities
- d. Event merchandise such as T-shirts and other apparel



- e. Complementary event entries

**4. Value Added**

- a. The right to the BBA event logos for advertising and promotional use
- b. The right to the event video for advertising and commercial use
- c. The right to the event still photography for advertising and promotional use
- d. The right of first refusal to sponsor BBA in the following promotional season

**Client and/or Project Name:** BACC: High Notes

**Completed by:** The Abbi Agency

**Project Dates/Timeline:** April 15, 2017 – September 30, 2017

### Goal

The BACC High Notes program aims to encourage attendance of the free summer musical offerings in North Lake Tahoe between the months of June and September, as well as increase ticket sales of summer music festivals.

### Description

The Abbi Agency suggests a continuation of in-person and online promotion of the High Notes brand that was established during the 2016 summer season. Using assets previously developed, including images and videos, as well as new creative promotional tools, like an interactive schedugraphic and custom printed coasters, High Notes will continue to engage with an audience who is already in North Lake Tahoe. This summer, a greater emphasis will be placed on partner activation to promote the brand message in addition to social media outreach, digital engagement, and informative printed materials.

### Target Audience

The Abbi Agency will target in-market visitors to North Lake Tahoe from the key drive and fly markets.

### Strategies

To continue communication of the High Notes brand and to fully communicate all that High Notes has to offer to the target audience, the following developed assets will be utilized:

- High Notes logo, color palette and fonts.
- Hi-res images from previous years' events.
- Videos from Kings Beach, Squaw Valley and Tahoe City music events.
  - *Note: A video for Northstar California will be filmed during this campaign.*

In order to ensure the program has sufficient distribution, awareness and engagement, the agency will work to pursue the following strategies:

- **Digital Outreach**  
Connect with travelers when they arrive in market to begin message awareness, while highlighting both User Generated Content (UGC) and owned content with High Notes branding on social media.
- **Grassroots Activation**  
Activating in-market visitors to engage with campaign, promote awareness through



frequented establishments such as bars and restaurants, activate with partners (through boilerplate and toolkits), and partnering with local radio station.

- **Social Activation**  
Increase engagement and awareness through social media “take overs”, one summer-long photo and video contest, and social media “live” streaming.
- **Advertising**  
Obtaining wide spread messaging through local, in-market advertising, including print, social and radio.
- **Creative Development**  
Complete creative development initiatives from previous year and design, print and distribute creative assets to promote event throughout the community.
- **Monitoring and Measuring**  
At the end of each month, The Abbi Agency will compile a report of all High Notes social media results to keep the team informed on campaign performance.

## **Tactics**

- **In-Person Activation:**
  - Place printed schedugraphics and rack cards at establishments in North Lake Tahoe.
  - Provide restaurants and bars with custom-printed coasters with line-up and concert series information.
  - Include High Notes information in Peak Your Adventure maps.
- **Digital Outreach:**
  - Update High Notes page on GoTahoeNorth.com to include schedugraphic, images and videos.
  - Conduct one High Notes Instagram Takeover for each venue to promote weekly music with band or performer.
  - Conduct one Facebook Live from each weekly event venue (total of four).
  - Promote owned videos and images on the North Lake Tahoe Facebook, Twitter and YouTube accounts 2x/week.
  - A series of three (3) social media ticket giveaways.
    - *Giveaway avenues TBD, but may include radio station partnership, social media, and website giveaway.*
  - Feature High Notes Snapchat filter at all High Notes events.

- Advertising:
  - Print advertisement in the North Lake Tahoe Visitor's Guide.
  - Social media ad buy to in-market audience members on Facebook, Twitter and YouTube.

## **Communication & Reporting**

- The Abbi Agency will communicate with BACC via email or phone communications as often as needed.
- The agency will also provide a monthly status report ahead of the BACC meetings.
- The agency will attend all BACC monthly meetings in person or via phone.

## **Budget**

The total project budget for High Notes is not to exceed \$20,000.

- Project Management: \$3,500
  - Attending meetings, providing reports, ongoing communications, and updating High Notes webpage copy, creating toolkit/talking points for BACC partners, reaching out to businesses for distribution of rack cards/coasters (not including distribution)
- Social Media Management: \$5,000 - \$8,000
  - Posting, contests, social toolkit for BACC partners/venues, 4 band takeovers on Instagram, 2-4 Facebook Lives, plus boosting
- Advertising: \$4,000 - \$6,000
  - Print (NLT Visitor's Guide), Social Media advertising
- Design: \$2,500 - \$4,500
  - Rack Card, Coasters, making schedugraphic interactive
- Video: \$750-\$1,000
  - Film Northstar California event
- Snapchat Filter: cost TBD
- Printing: costs TBD



## BACC: PEAK YOUR ADVENTURE + THE ABBI AGENCY PROPOSED PLAN

**Client and/or Project Name:** BACC: Peak Your Adventure

**Completed by:** The Abbi Agency

**Project Dates/Timeline:** April 15 2017 – September 30, 2017

### Goal

The BACC Peak Your Adventure program aims to drive in-market visitors to mountainside communities and encourage engagement, both physically and online, between the months of June and September.

### Description

The Abbi Agency suggests a continuation of the map and coupon strategy that was developed for the BACC during the Touch Lake Tahoe campaign that took place throughout the 2016-17 winter season. This map will include coupons to mountainside businesses and activities as well as engaging content about the area and the available activities.

The map will be supported digitally through targeted social media ads, a season long social media contest and a digital map and coupon piece. Both the map and digital outreach will focus on real life experiences and owned photography to show the diversity of recreation opportunities to a visitor in North Lake Tahoe.

The maps will be distributed to guests checking in at hotels and vacation rentals, as well as the visitors' center and on counters at participating businesses.

### Objectives

- Distribute 10,000\* maps within the North Lake Tahoe area to lakeside lodging guests (\*dependent on printing costs).
- Have a minimum of 12 businesses provide a coupon for the map.
- Throughout the summer season, have 10 percent of coupons distributed turned in to the businesses.

### Target Audience

The Abbi Agency will target in-market visitors to North Lake Tahoe from key drive and fly markets with a propensity for adventure and recreation.

### Strategies

In order to ensure, the program has sufficient distribution and awareness, the agency will work to pursue the following strategies:

- Partner Activation: Work closely with partners and employees at distribution sites to

## **BACC: PEAK YOUR ADVENTURE + THE ABBI AGENCY PROPOSED PLAN**

ensure maps are being promoted properly (in-person onboarding, boilerplate, toolkits).

- Digital Activation: Use social media marketing to increase awareness for in-market visitors, and disseminate engaging information on GoTahoeNorth.com.
- Digital Coupons: Implement a digital coupon book to increase usage and longevity.

### **Tactics**

- Design a printed map and corresponding digital map.
- Design a PYA for North Lake Tahoe Visitors Guide.
- Conduct map outreach, training and distribution with partner establishments.
- Update and manage the [PYA page](#) on GoTahoeNorth.com with engaging copy and images.
- Launch a digital coupon book that compliments printed map and include on-site education to partners for redemption.
- Social media promotion, including posting on North Lake Tahoe 2x/week, conducting one season-long photo contest, and providing a social media toolkit to BACC members for posting.
- Boost social media posts with geo-targeting to attract visitors in the area on Facebook and Instagram.

### **Communication & Reporting**

- The Abbi Agency will communicate with BACC via email or phone communications as often as needed.
- The agency will also provide a monthly status report ahead of the BACC meetings.
- The agency will attend all BACC monthly meetings in person or via phone.

### **Budget**

The total project budget for Peak Your Adventure is to not to exceed \$20,000.

- Design: \$4,000
  - Map Creation (Design, two edits, digital map creation)
  - Ad Creation (NLT Visitors Guide full page ad)
  - (Note: additional \$1,500 to make map interactive and associated copy)
- Project Management & Map Outreach: \$7,357
  - Reaching out to businesses for coupons/distribution, conducting distribution, creating FAQ sheet for map distribution
  - Attending meetings, providing reports, ongoing communications, updating PYA webpage, management of digital coupon book
  - Cost of Coupontools service (digital coupon book tool), managing system set-up and

## **BACC: PEAK YOUR ADVENTURE + THE ABBI AGENCY PROPOSED PLAN**

educating distribution partners

- Social Media Management: \$3,000
  - Posting on North Lake Tahoe 2x week, conducting one season-long photo contest, providing social media toolkit to BACC members for posting
- Advertising: \$3,795
  - Social Media: Geo-targeting visitors in the area on Facebook and Instagram
  - Print: North Lake Tahoe Visitors Guide (to be paid by NLTRA directly)
- Peak Your Adventure Banners: \$792 (Note: these were created in 2016, but the budget was allocated out of 2017)
- Printing: To be determined from remaining budget (\$1,848 remaining)

| Task   | Timing                          |
|--|---------------------------------|
| Send RFP to Representative target list throughout the United States  | April 6 <sup>th</sup>           |
| Intent to respond & questions from candidates due via email to: <a href="mailto:jt@gotahoenorth.com">jt@gotahoenorth.com</a> | April 21 <sup>st</sup>          |
| NLTMC will email all candidates the answers to questions   | April 26 <sup>th</sup>          |
| All proposals due. Send via email to: <a href="mailto:jt@gotahoenorth.com">jt@gotahoenorth.com</a>                           | May 19 <sup>th</sup>            |
| Representative finalists announced – all candidates notified   | May 26 <sup>th</sup>            |
| Finalist candidates present in person (North Lake Tahoe Location TBD)  | Week of<br>June 5 <sup>th</sup> |
| Representative selected – begin negotiations with top ranked company   | June 12 <sup>th</sup>           |
| Start Date   | August 1 <sup>st</sup>          |