



P O Box 5459 ~ Tahoe City, CA 96145 ~ Ph 530-581-8727 ~ Fx 530-581-8787

**AGENDA AND MEETING NOTICE**  
**CHAMBER OF COMMERCE ADVISORY COMMITTEE**  
**Tuesday, May 5<sup>th</sup>, 2009 – 9:00 a.m.**  
**Board Room – Tahoe City Public Utility District**  
**221 Fairway Drive, Tahoe City**

**Mission of the North Lake Tahoe Chamber of Commerce**

*"to take specific actions to help improve the opportunity for local businesses to achieve and sustain success; to promote business, tourism, and the economic, cultural and civic welfare of the greater North Lake Tahoe community."*

**Meeting Ground Rules**

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

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

**Chamber of Commerce  
Advisory Committee Members**

**NLTRA Board:**

Debra Darby-Dudley  
Alex Mourelatos  
Graham Rock  
Dave Wilderotter

**Committee Members:**

Justin Broglio, Tahoe City Downtown  
Association  
Jan Colyer, TNT/TMA  
Joy Doyle, Northstar Village Retailers  
Liz Dugan, Squaw Valley Business  
Association  
Sherina Kreul, Bank of the West  
Heather Leonard, Tahoe Maritime  
Museum  
Cheri Sprenger, North Tahoe Business  
Association  
Kay Williams, West Shore Association  
Mike Young, Dickson Realty

**County Representative**

Ron Yglesias

**Quorum**

2 Board Members  
1 Lay Member

- A. Call to Order – Establish Quorum
- B. Public Forum: Any person wishing to address the Chamber of Commerce Advisory Committee on items of interest to the Committee not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Committee on items addressed under Public Forum. (3 minutes)
- C. Agenda Amendments and Approval (2 min)
- D. Approval of Chamber of Commerce Meeting Minutes – March 31, 2009 (2 min)
- E. Chamber Program and Project Updates – Kym Fabel (15 min)
  - Upcoming Chamber Events & Projects
- F. Report on Outcomes of April 30<sup>th</sup> Special Events Workshop – Committee Review & Discussion (20 minutes)
- G. Status Report – Development of "This Week in North Lake Tahoe" Events Calendar (15 minutes)
- H. Request for Further Committee Direction – Community Marketing Program Grant Funds that Remain Available for Expenditure for FY-2009/10 (15 minutes)
- I. Review of Initial Draft Update and Request for Committee Direction - Updated Chamber of Commerce Business Plan for FY-2009/10 (25 minutes)
- J. Status Report – Development of Chamber Budget for FY-2009/10 (10 minutes)
- K. **11:00 AM Time Certain:** Presentation – Promotional Strategy for AROUND TAHOE AUDIO TOUR CD – Darin Talbot (15 minutes)
- L. Committee Member Reports/Updates from Community Partners (5-10 min)
- M. Adjournment

Posted and emailed April 28, 2009



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

## **CHAMBER OF COMMERCE ADVISORY COMMITTEE MEETING MINUTES**

**March 31st, 2009 – 9:00 a.m.**

### **Tahoe City Public Utility District**

#### **PRELIMINARY MINUTES**

**COMMITTEE MEMBERS IN ATTENDANCE:** Liz Dugan, Jan Colyer, Dave Wilderotter, Alex Mourelatos, Cheri Sprenger, Kay Williams, Joy Doyle, Deb Dudley, Heather Leonard and Ron Yglesias

**RESORT ASSOCIATION STAFF:** Steve Teshara, Kym Fabel, Ron Treabess and Whitney Parks

**OTHERS IN ATTENDANCE:** Pettit Gilwee

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

- 1.1 The meeting was called to order at 9:10 a.m. by Chair Cheri Sprenger and a quorum was established.

#### **2.0 PUBLIC FORUM**

- 2.1 Pettit Gilwee reported on behalf of the California Travel and Tourism Commission (CTTC). The California Tourism Marketing of Excellence entry forms have been posted to the [www.tourism.visitcalifornia.com](http://www.tourism.visitcalifornia.com) web site. Winners will be awarded at the California Tourism Conference at Newport Beach in June.
- 2.2 Alex Mourelatos discussed the Placer County Economic Development Breakfast. He said the program focused on speakers discussing the importance of tourism in Placer County. Carolyn Betteta of the California Travel and Tourism Commission reviewed and discussed the CTTC's public-private marketing campaigns and how they benefit the state and Placer County. Dean Runyan, President of Dean Runyan Associates, presented the summary highlights of the new Placer County county-wide tourism study. Alex said they both discussed the importance of Lake Tahoe and tourism on the economic climate of Placer County.
- 2.3 Jan Colyer announced that the Tahoe City Transit Center was approved by the TRPA Governing Board last week.
- 2.4 Ron Treabess reported that he was in attendance at this meeting to discuss the Tahoe Truckee Unified School District's request that the Chamber hold a business forum to discuss issues related to the District's significant budget shortfall. Ron said the District is considering a variety of decisions, including potential changes in school staffing, programs, and even the possibility of school closures. Ron and Steve Teshara indicated both the NLTRA and Chamber have been contacted by members and other interested citizens

expressing concern about the school district's level of communication with the community regarding these decisions. In response to the school district's request, the Chamber Committee agreed to help host a forum with TTUSD officials next Tuesday, April 7th, starting at 9 a.m. at the TCPUD Board Room. The Chamber and its community partners will help publicize the forum, inviting their board and other interested members.

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

- 3.1 M/S/C (Mourelatos/Wilderotter) (10/0) to approve the Chamber Advisory Committee agenda as presented.**

### **4.0 APPROVAL OF CHAMBER ADVISORY COMMITTEE MINUTES**

- 4.1 M/S/C (Doyle/Colyer) (10/0) to approve the Chamber of Commerce Advisory Committee meeting minutes of March 3, 2009 as presented.**
- 4.2 Dave Wilderotter clarified his thoughts in connection with the discussion regarding the Community Marketing Program (CMP) Grant. He said he would like to see the Chamber logo in as many places as possible in order to increase awareness of the Chamber.

### **5.0 CHAMBER PROGRAM AND PROJECT UPDATES – KYM FABEL**

- 5.1 Kym Fabel discussed upcoming mixers and distributed a schedule of Chamber events. She encouraged everyone to check their email because she has included important information regarding the closure of Interstate 80 and the increase of sales tax. She asked everyone to send her any pertinent information that should be distributed to the membership. There was discussion regarding the I-80 detours during nighttime closures. Steve added there would be a separate detour for cars from RVs, trucks and busses. Dave Wilderotter asked if CalTrans and the Nevada DOT could include regular information in the Sierra Sun.
- 5.2 Kym reported on the business plan implementation report for the month of March. She discussed the Chamber Education Business seminars, "Getting Greater Returns on Your Shrinking Dollar". The seminars were generally well-attended and received good feedback. Alex Mourelatos suggested offering the seminars again on different days of the week in various locations. Kym said that the Chamber would be repeating at least some of the seminars. She announced that the annual Chamber Business Expo will be held at the North Tahoe Events Center on June 3<sup>rd</sup>, the Summer Recreation Luncheon will be held at Sunnyside and the Winter Recreation Luncheon will be held at Northstar. Kym and Sally attended an Economic Development luncheon regarding small business counseling; she will send out more information as it becomes available. In the month of March, there were 50 renewals and 6 new members. There are currently 644 total Chamber members. There will be a mixer on April 1<sup>st</sup> with the Truckee Donner Chamber at Eventmasters. Kym reported that Daryn Talbot has included the location of the Visitor Information Centers on his latest "Around Lake Tahoe" CD. Steve reported that he continues to be involved with the Lake Tahoe Community Indicators Project; the project is transitioning into Phase Two to retain consultants in order to populate the indicator with data in order to determine trends. He also continues to work on the regional plan with TRPA through the Joint Tahoe Chamber's Regional Plan Initiative. He said that the

Executive Director Joanne Marchetta is very interested in creating an easier process to move projects through the TRPA project review system.

## **6.0 STATUS REPORT ON FY-2009/10 COMMUNITY MARKETING GRANT FUNDS THAT REMAIN AVAILABLE FOR EXPENDITURE**

- 6.1 Cheri Sprenger reported that there is \$1500 remaining in the FY 2008/09 funding cycle of the Community Marketing Program Grant. A tardy grant request was received by the Lake Tahoe Music Festival (LTMF). The request submitted was for \$3000. There was discussion regarding what the LTMF could offer the Chamber for a smaller grant than \$3000. Cheri discussed the potential sponsorship of the NTBA's Kings Beach concerts. She said the concerts have doubled in size over the last two years. For \$350, sponsors receive logo placement and a booth at the concert. Dave Wilderotter said we may want to grant this money so it would reach outside of the community partner's districts. He discussed granting money to the West Shore Association's Opening Day on the Lake. Dave also said that we could save this money for next fiscal year or return to events that we have previously granted. Cheri does not feel we should carryover grant money to next fiscal year in a budget crisis, particularly when we are asking for additional money for this grant program. Kay suggested using funds to promote and advertise a calendar of event that would be distributed by the lodging properties in advance to their email databases, and hard copies would be available at lodging properties' front desk and at the visitor centers. Heather Leonard suggested creating a one sheet that would show upcoming events for the next two weeks to be distributed every two weeks. Pettit agreed with Heather that this would be a great idea. There was discussion regarding the cost that would be associated with the calendar piece. Kay said if we had the piece professionally produced, there would be a cost. Kym said the piece could be produced in house by Whitney at no cost. Dave suggested the title "This Week in Tahoe". He said the calendar should be very simple. Cheri suggested putting community partners' logos across the bottom of the calendar, and each lodging property would put their own header on the calendar. Kay suggested adding highlighted larger events on the website with links to the event's web site.
- 6.2 **Direction to staff: Steve summarized that for the time being, we will leave the \$1500 remaining funds open, and staff will create a plan on the production and distribution of the "This Week in Tahoe" event calendar piece.**
- 6.3 Cheri said that if the grant money is not used by the calendar piece, we should grant money to several events in the amount of \$200-\$300 in order to spread the visibility of the Chamber logo.

## **7.0 STATUS REPORT/DISCUSSION – OUTCOMES AND NEXT STEPS – MARKETING WORKSHOPS FURTHER DEVELOPMENT OF ROI REPORT ON COMMUNITY MARKETING GRANT PROGRAM**

- 7.1 Steve reviewed the written material that came out of the February 24<sup>th</sup> Joint Committee Marketing workshop and the March 3<sup>rd</sup> Community workshop (included in this month's meeting packet). Steve said that there was "energy" around two primary issues. There was a lot of energy around special events, and the NLTRA is planning to hold a special events workshop to discuss:
- The role of the NLTRA with special events.
  - What is a special event? Community events, large scale events, etc?
  - When should special events be held?
- Steve said the event will be held sometime in April.

- 7.2. Steve also reported that there was a lot of "energy" regarding the GoTahoeNorth.com website. People suggested the site should be easier to navigate and look more modern and hip. Other identified issues discussed at the workshops included direct marketing, conference sales and a research budget for marketing such as focus groups and surveys, and continued annual community workshops.
- 7.3. Kay Williams said there was a lot of diverse opinion at the workshops regarding special events. Many people were discussing large scale events such as the Dew Tour, while others were discussing smaller-scale community events. Steve said the issue of better defining special events will be discussed at the workshop. Alex felt there was concern over small events and their level of ROI. He said this Committee needs to demonstrate the success of the CMP grant program. He also discussed the support of helping with events through the avenue of staffing expertise. Steve said staff will help create an ROI case for smaller community events. He also said the "This Week in Tahoe" event schedule will also underscore the importance of the community events. Deb Dudley said we need to decide the priority surrounding events: do we want increased room nights or increased publicity? There was discussion regarding where an increased amount of funds for the Community Marketing Program would be located in the NLTRA budget. Steve said this would ultimately be the decision of the Committees and the NLTRA Board, but he feels the Chamber Advisory Committee has done an excellent job of creating the CMP grant process. Alex discussed the fact that some larger scale community events continue to ask for grants each year, and he feels the Committee should discuss where these events will fit into the budget. There was discussion about the role of the NLTRA in being proactive to research and pursue larger scale events.
- 7.4. Joy Doyle noted that there was also a lot of workshop discussion around Autumn Food and Wine Festival. Steve reminded everyone that Autumn Food and Wine is structured to pay for itself through sponsorships and event revenues. It does not receive a budget allocation that can be redirected to other events or marketing needs. Cheri said the Committee needs to create a reasonable ROI standard and define what type of staff support would be available for these events. Heather Leonard suggested creating a packet of information that will help people produce a ROI report. Deb Dudley noted that most Visitor and Convention Bureaus do not give grant money without meeting with the event to discuss the process and ROI reporting. Kay said that NLTRA staff could outreach events as they are posted on the GoTahoeNorth and Chamber event calendars. Alex recommended that this Committee should request an additional \$40,000 - \$50,000 to help with the incubation of new events and the support of larger scale regional events.

## **8.0 COMMITTEE WORKSHOP – SOLICITING INPUT RE: DEVELOPING THE DRAFT UPDATE FOR THE FY 2009/10 CHAMBER BUSINESS PLAN**

- 8.1 Steve said that staff is looking for direction regarding changes of the FY 2009/10 Business Plan. He said that last year, the Committee did a lot of work particularly on section 4 of the plan. Steve said staff would review the introduction and wording of the plan in order to make sure all information is current; for example, Justin's email comments regarding removal of the term "Pure Experiences". Steve discussed the business plan implementation that is presented to the Committee each month to ensure the plan is being followed. Steve reviewed the objectives of the plan with the Committee. The Committee agreed that no major changes may be necessary for the FY 2009/10 business

plan. Alex said we should keep Objective 4 regarding the CMP grant process open until we see the input from the Special Events workshop. Cheri said that the Committee would revisit this agenda item in June to make any other necessary changes. Kay said that she has noticed improved communication with the community and feels this is great progress.

#### **9.0 COMMITTEE MEMBER REPORTS/UPDATES FROM COMMUNITY PARTNERS**

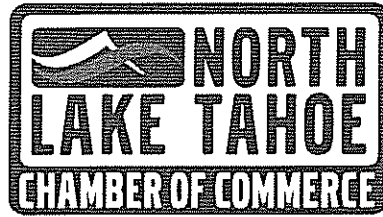
- 9.1 Liz Dugan reported that Squaw should be open until May 15, 2009. She said that the sales of the reduced-priced season pass are going very well; they will be on sale until May 11. She reported there will be a memorial this weekend, April 5<sup>th</sup>, for Shane McConkey; more information is available at [www.shanemcconkey.org](http://www.shanemcconkey.org).
- 9.2 Kym Fabel encouraged everyone to send front line employees to the Summer Recreation luncheon.
- 9.3 Jan Colyer said that plans for summer transit services are still being finalized. She noted there is also some exploration on a local water taxi service.
- 9.4 Cheri Sprenger said that the NTBA Clean Up Day is scheduled for June 6<sup>th</sup>. She also said they are working on the 3<sup>rd</sup> of July fireworks in Kings Beach.
- 9.4 Kay Williams said the WSA is continuing to work on Opening Day on the Lake. She reported the "Splash In" plane fly in will be held at Obexer's. She confirmed that there is again no operator for Chamber's Landing this year. She said that Pisano's Pizza may be closing, so the owners are putting more emphasis on West Side Pizza. The WSA is testing the event schedule email blast strategy and would like all business associations to help blast information to their databases.
- 9.5 Whitney Parks reported that the Tahoe Truckee Earth Day will be held at the Village at Squaw on Saturday, April 18<sup>th</sup>. The Patagonia Wild and Scenic Film Festival will be held at the Olympic Village Lodge on Friday, April 17<sup>th</sup>.

#### **10.0 ADJOURNMENT**

- 10.1 The meeting was adjourned at 11:23 a.m.

Submitted by:

Whitney Parks, Administrative Assistant



April 28, 2009

To: Chamber of Commerce Advisory Committee

Fr: Chamber Staff

Re: Report on Outcomes of April 30th Special Events Workshop -  
Committee Review and Discussion

Background

As you are aware, the NLTRA held a workshop to discuss Special Events on Thursday, April 30th at the North Tahoe Events Center. Thanks to all those who were able to attend and participate. The workshop notes are attached for your review and information. Staff will summarize anticipated next steps and request Committee discussion and any further input, as may be appropriate.



## **North Lake Tahoe Resort Association Special Events Workshop – 4/22/09**

### **Agenda**

- Purpose
- Review/background
- Event info
  - Key success factors
- Group discussion
  - Define events, players, priorities
- Vision for events
- Group work
  - Report out (consensus)
- Close/Next steps

### **Why Events?**

- Shoulder (Thanksgiving)
- Heritage
- Make money for organization
- Economic impact
- Awareness
- Fundraising
- Revitalize downtown
- Rally Community

### **Types of Events**

- Holiday Events
  - Why:
    - “Capture” an existing audience
    - Enriching experience
    - Draws audience
    - Showcase what we have (across region)
- Marquee Events
  - Why:
    - Showcase area (across region)
    - For the Community
    - Big ROI/Global Awareness
- Community Based
  - Why:
    - Community focused





- Tourist/Link to community
  - Enriches tourist experience.
  - Tourism – increased revenue on off times
  - Good PR hook
- Sporting
  - Why:
    - Huge for area (freestyle).
    - Great exposure.
    - ROI – PR, spending in community
    - Takes advantage of our “natural landscape.” #1 Reason.
- Cultural:
  - Why:
    - Supports grant opportunities
    - Hot commodity in these times
    - Huge ROI potential – more affluent tourists that stay longer
- Corporate
  - Why:
    - Revenue and F+B
    - Lodging
    - Transportation
    - Shoulder fill in
    - Family – return business
- Culinary
  - Why:
    - Arts – small community event
    - “Icon Event” – Autumn food and wine
    - Fastest growing niche markets
    - Promote our restaurants
- Arts and Culture
  - Why:
    - Music/concerts –
    - Broad based support (visitor and Community)
    - Great marketing for NLTRA itself (goodwill from community)
    - Existing following
    - ROI for region
- Assoc. & Hobby Events
  - Why:
    - Exposure
    - Existing following
    - Long boarders
    - Walking groups
    - Attract and older demographic in shoulder season (Elder Hostile Gala)
    - Auto Clubs



### **NLTRA's Role for All**

- NLTRA grab info – send to businesses
  - Proactive in identifying opportunities
  - Support to existing events
  - Advocate for events (Travel Symposium)
- NLTRA
  - Face of events
  - Leadership in Destination Management
  - Provides marketing exposure
  - Finds angels
  - Helps promote
  - Coordinate
  - Enable
  - List on web
  - Cross promote
  - Works with Chamber to reach smaller community events
- Specific Role for Certain Types of Events
  - Community-Based
    - In-kind, \$'s
  - Corporate
    - Strong NLTRA role – sales based
    - Not producing event- (Travel Symposium)
    - Help to track ROI
    - Marketing to professionals



## **Vision**

- Larger national event (signature) year round.
- More Infrastructure improvements
- Events target to demographic change
  - Elderly
- More outdoor infrastructure, field, etc
- Large Performing Arts Center
- Increase occupancy
- Increase foot traffic
- >Awareness of area
- Stable workforce
- Community buy-in of NLTRA
- Better community collaborations
- Regional awareness as Event destination
- Ease of doing events
- Higher and smoother tourist patterns
- County understanding of resort community
- Local and regional ROI – TOT



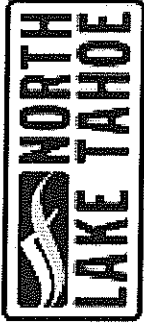
### **Actions**

- Develop a clear summary of events and ROI
  - What they are
    - New, how much business/ROI
- Evaluate staff time
  - Better spent by leveraging across events
  - Autumn food and wine
- Go to Placer County
  - Advocate for \$'s
  - Community needs to do it
- What does NLTRA do?
  - Get word out.

	Group One	Group Two	Group Three	Group Four
<b>Strike Zone</b>	<ul style="list-style-type: none"> <li>• Need to go after</li> <li>• May and June</li> <li>• Sept. and Oct.</li> </ul>	<ul style="list-style-type: none"> <li>• Do events when people are here</li> <li>• Identify slow periods</li> <li>• Geographically by resort or town.</li> <li>• Do more research on seasonality.</li> </ul>	<ul style="list-style-type: none"> <li>• Slow Times</li> <li>• Right Demographic</li> <li>• Spread things out</li> </ul>	<ul style="list-style-type: none"> <li>• Existing secondary holiday – Thanksgiving, Easter</li> <li>• Availability of visitor/consumer.</li> <li>• Weather in May, October.</li> </ul>



	Group One	Group Two	Group Three	Group Four
<b>Facilities</b>	<ul style="list-style-type: none"> <li>• Amphitheater</li> <li>• Performing arts building</li> <li>• Determine local community resources: resorts etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Ritz-Carlton-new player</li> <li>• Don't have venue (indoor) to host large conference groups.</li> <li>• Need performing arts center</li> <li>• Ball fields: can infra \$ be used to develop/finance?</li> </ul>		<ul style="list-style-type: none"> <li>• Indoor performing arts center/venue</li> <li>• Conference facility</li> <li>• Improved transportation for visitor</li> <li>• Awareness</li> </ul>
<b>Evaluation/ROI</b>	<ul style="list-style-type: none"> <li>• Both</li> <li>• Bigger events vs. smaller.</li> <li>• What type of event?</li> </ul>	<ul style="list-style-type: none"> <li>• ROI needed from all events supported by NLTRA</li> <li>• Mentor Events that need assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Occupancy</li> <li>• Sales</li> <li>• PR Area</li> <li>• NLTRA Cred.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance of locals – community events</li> <li>• Collaborative ROI</li> <li>• Events break even but increase revenue for community business</li> </ul>



	Group One	Group Two	Group Three	Group Four
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>Events that focus on key demographics for certain times of the year</li> <li>Pull more of the community together: Calendar</li> </ul>		<ul style="list-style-type: none"> <li>(Pro)Activist</li> <li>Cohesive integrated marketing</li> <li>NLTRA Leadership</li> </ul>	<ul style="list-style-type: none"> <li>NLTRA liaison proactive attend other event committees.</li> <li>Planning/strat. Meetings with key players: ski resorts/community partners (calendar collab.)</li> <li>Cohesive calendar: no overlapping events/piggybacking</li> </ul>
<b>Other</b>			Take back TOT	<ul style="list-style-type: none"> <li>Create improved in market customer experience year round.</li> <li>Ease of use for visitor.</li> </ul>

#### Common Themes

- Strike Zone:
  - Do research on seasonality and demographic
- Facilities:
  - Performing arts center.



- Evaluation/ROI:
  - ROI needed from all events
- Key Strategies:
  - Cohesive calendar with community

### **Close/Comments (Plus/Delta)**

#### What worked:

- Pastries
- Open Forum
  - Collaborative
    - Good info to inform NLTRA
- Group Discussion
- Idea sharing
- Comfort to be open and honest
- Timing good
- Different perspectives

#### Change:

- More info from staff as to what they are doing (baseline).
- Would've liked a County representative here.



April 29, 2009

To: Chamber of Commerce Advisory Committee

Fr: Chamber Staff

Re: Agenda Item G - Status Report - Development of "This Week in North Lake Tahoe" Events Calendar  
Agenda Item H - Request for Further Committee Direction - Community Marketing Grant Funds that Remain Available for Expenditure for FY-2008/09

**Background - Agenda Item G**

As directed by the Committee last month, staff has been discussing ideas for how to approach this project. Staff will provide a verbal status report at the meeting that reflects our current thinking; we will welcome any additional Committee comments so that we can finalize a plan for accomplishing your direction.

Note: Most importantly, we do not think we will need to use any of the \$1,500 remaining in the current fiscal year's Community Marketing Grant Program. Accordingly, in Committee agenda item H, staff will be requesting Committee direction related to the expenditure of this available remaining grant money.

**Requested Action**

Further Committee input into development of a plan to produce and distribute a "This Week in North Lake Tahoe" Events Calendar.

**Background - Agenda Item H**

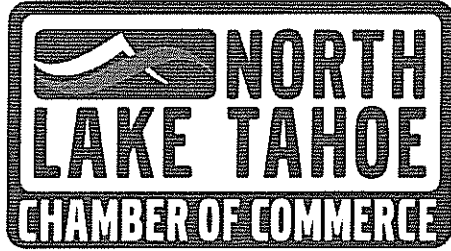
As indicated above, staff does not believe we will need to use any of the \$1,500 remaining in Community Marketing Grant Program funds still available in the current fiscal year. We will request Committee direction as to the process you support for the expenditure of these remaining funds.

**Requested Action**

Committee direction on the process for expending the \$1,500 in funds that remain available in the FY-2008/09 Community Marketing Grant Program.



Staff will provide a verbal report on the status of Chamber budget development for the coming fiscal year at the meeting.



May 1, 2009

To: Chamber of Commerce Advisory Committee

Fr: Chamber Staff

Re: Review of Initial Draft Update and Request for Committee Direction  
Updated Chamber of Commerce Business Plan for FY-2009/10

**Background**

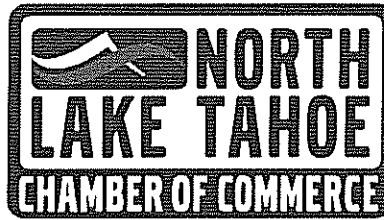
Consistent with the NLTRA's annual cycle of strategic plan updates, the initial draft update of the Chamber of Commerce Business Plan for the coming fiscal year is attached for your review and comment.

Please note that a new section has been added entitled "*Review of FY-2008/09 Activities and Accomplishments.*" This section is intended to address Objective 5.2 regarding preparation of an "Annual Report on Plan Accomplishments." Going forward, this will become a regular section of the Plan.

Staff will highlight other changes and updates in the Plan, most of which are relatively minor. However, as anticipated by the Committee in your discussions last month, the update and revisions to Objective 4 are more substantial.

**Requested Action**

Following your review and input, that the Committee provide consensus direction to staff so that a Final Draft Chamber Business Plan Update for FY-2009/10 can be prepared and submitted for your final review and recommendation at the Committee's next meeting, June 2nd.



## **North Lake Tahoe Chamber of Commerce Chamber Business Plan**

May 2009

*The mission of the North Lake Tahoe Chamber of Commerce is to take specific actions to help improve the opportunity for local businesses to achieve and sustain success; to promote business, tourism, and the economic, cultural, and civic welfare of the greater North Lake Tahoe community.*

### **North Lake Tahoe Chamber of Commerce**

Kym Fabel, Chamber Manager

530-581-8764

[kym@PureTahoeNorth.com](mailto:kym@PureTahoeNorth.com)

Whitney Parks, Administrative Assistant

530-581-8700

[whitney@PureTahoeNorth.com](mailto:whitney@PureTahoeNorth.com)

Visitor Information Center – Chamber Services

380 North Lake Boulevard, Tahoe City

in the historic Tahoe City Community Center

530-581-6900

Incline Village

969 Tahoe Boulevard, Incline Village

775-831-4440

Steve Teshara, President & CEO

North Lake Tahoe Resort Association

Executive Director, North Lake Tahoe Chamber of Commerce

530-581-8739

[stevet@PureTahoeNorth.com](mailto:stevet@PureTahoeNorth.com)

Administrative Office

100 North Lake Boulevard, 2<sup>nd</sup> Floor, Tahoe City

530-581-8734

# Introduction

## **History and Background**

The North Lake Tahoe Chamber of Commerce has a long history of member and community service, dating back over 55 years. Through many changes in our region, in the states of California and Nevada, and in our nation, the Chamber has worked diligently to be an effective voice and advocate for the local business community. As we recall our past and look toward the future, we take this opportunity to thank the leaders and members of our business community who have contributed to the voice and sustainability of the North Lake Tahoe Chamber of Commerce.

During the 1950s, the awareness of Lake Tahoe as a vacation destination began to grow. As a result, the size of the business community increased. This awareness and commercial activity was accelerated by the 1960 Winter Olympic Games in Squaw Valley and on the West Shore. More businesses were established to meet the needs of visitors as well as a growing local population. There was no truly local government, nor any coordinated planning and development standards; consequently, much of North Lake Tahoe's development was haphazard. This ultimately presented challenges for both the business and resident communities.

In 1969, primarily due to concerns over haphazard and uncontrolled growth in the Lake Tahoe Basin, the Tahoe Regional Planning Agency was established by action of the states of California and Nevada, ratified by Congress as a Bi-State Compact (Public Law 191-148). The TRPA brought a complex new structure to bear on its mandate to achieve orderly growth and development, balanced with rigorous protection of Lake Tahoe's fragile ecosystems. In 1980, the TRPA Compact was revised (PL-96-551) and the Agency given even greater regulatory powers, tied to its mandate to "achieve and maintain" adopted environmental threshold carrying capacities.

To serve its members, it was necessary for the Chamber to advocate for the community wherever decisions were being made affecting North Lake Tahoe's business climate and community sustainability, whether in Auburn, Sacramento, the South Shore (TRPA), Carson City or Washington. This advocacy was largely accomplished by staff and volunteer Chamber leaders, and through partnerships with other organizations.

Traditionally, the Chamber also handled the task of providing visitor information services. In the 1970s, the Chamber established the Ski Tahoe North Program, in order to promote and sell lodging and skiing at North Lake Tahoe. To further support this program, the Chamber opened a "manual" lodging and lift ticket reservation program, selling skiing and lodging packages and individual rooms.

In 1979, the Tahoe North Visitors and Convention Bureau (TNVCB) was established. The TNVCB opened a computerized reservation service and developed a comprehensive marketing program for the North Lake Tahoe region. The Chamber and TNVCB operated under one director until 1981, when the TNVCB established its own Board of Directors and budgeting process. The Chamber and TNVCB divided their

responsibilities. The Chamber concentrated on local economic issues and the health and viability of the business community. The TNVCB focused on marketing, sales, reservations and public relations. The Chamber and TNVCB were located in the same office and used the combined efforts of their respective staff to assist in the development of events and provide support to various organizations, including Snowfest, Lake Tahoe Music Festival, Octoberfest, Autumn Jubilee and the Autumn Food & Wine Festival, Father's Day on the Truckee, Truckee Tahoe Air Show, the West Shore Association, and others.

In the early 1990s, Chamber leaders and others in the North Lake Tahoe community, along with Placer County officials, began to express and share concerns about the future of the region. One concern was the allocation of limited Transient Occupancy Tax (TOT) to two separate organizations, the Chamber and the TNVCB. Many people felt there was a need to more effectively and efficiently address tourism, environmental and community concerns. Chamber and TNVCB leaders helped support a locally based partnership with Placer County that led to preparation of the *North Lake Tahoe Tourism Development Master Plan*, published in 1995. The plan recommended a more coordinated approach to decision making and implementation of the planning and investment strategies needed to ensure a sustainable future for North Lake Tahoe. Accordingly, in 1996, operations of the North Lake Tahoe Chamber of Commerce and the TNVCB were moved under the umbrella of a new organization, the North Lake Tahoe Resort Association (NLTRA). The NLTRA is a 501(c)(4) non profit public benefit corporation, with a mission "*to promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the North Lake Tahoe area.*"

In addition to serving as the umbrella for the Chamber and TNVCB, the NLTRA was also given the responsibility to help identify and fund infrastructure and transportation projects, consistent with Master Plan recommendations. To help finance this work, North Lake Tahoe voters approved a 2% increase in Placer County Transient Occupancy Tax (TOT). First approved in 1996, the 2% additional TOT was extended by local voters in 2002. It will be up for renewal in 2012.

A principal partner in the NLTRA's mission is Placer County, which invests a percentage of the TOT generated by North Lake Tahoe lodging properties (including the additional 2% TOT) in support of the NLTRA's Master Plan. Each edition of the Master Plan is developed by the NLTRA, in partnership with the community, and approved by the NLTRA Board of Directors and the Placer County Board of Supervisors. The current Master Plan is the *North Lake Tahoe Tourism and Community Investment Master Plan*, approved in the summer of 2004.

## **Changes and New Realities**

Although it gained administrative efficiencies operating as part of the NLTRA, confusion developed as to the role of the Chamber as compared to that of the NLTRA. This confusion led to a perception that the Chamber was less effective, an opinion that persisted for many years. Both before and after formation of the NLTRA, smaller

community specific business associations began to develop, due at least in part to a belief that the Chamber was not serving their needs. Beginning in 2003, recognizing there was a positive role that such groups could play, the NLTRA and Chamber encouraged these organizations. In early 2005, the NLTRA established a pilot Community Marketing Grant Program to assist these organizations in meeting their marketing and promotional goals. While this program was generally well received, it brought into further question the role and value of the Chamber in relationship to the area's community specific business associations. One significant challenge was the competition for membership.

As a starting point for defining these relationships, the NLTRA/Chamber organized and hosted a "Community Partners" Workshop (June 2005). Shortly thereafter, the NLTRA's former "Membership Committee" was reconstituted into the Chamber of Commerce Advisory Committee (CofCAC). Originally there were four committee seats provided to community specific business organizations. One seat was added; participants now involved are the North Tahoe Business Association, West Shore Association, Tahoe City Downtown Association, Squaw Valley Business Association and Northstar Village Retailers Association.

In fall of 2005, the Chamber of Commerce Advisory Committee was given the responsibility for reviewing and approving Community Marketing Grant proposals as submitted by eligible organizations. The process of developing this program led to broader discussions concerning the role and value of the Chamber and its relationship to other business organizations. To help define the Chamber's role, value and relationships, it was generally agreed that a Chamber Business Plan should be prepared.

### **North Shore Chamber Consolidation**

In early 2006, Directors of the Incline Village Crystal Bay (IVCB) Chamber of Commerce formally announced their intention to cease operations, effective January 1, 2007. IVCB Chamber representatives contacted management at the NLTRA/North Lake Tahoe (NLT) Chamber of Commerce to determine if our organization was interested in more comprehensively providing Chamber services for the Incline Village Crystal Bay area. At the time, the NLT Chamber already served more than 50 members in the IVCB area.

In the spring of 2006, NLTRA/Chamber staff presented a proposed Chamber Consolidation Plan to the Chamber of Commerce Advisory Committee and NLTRA Board. The Committee and Board directed staff to prepare a comprehensive Chamber Business Plan to help implement the consolidation process and provide a framework for improving and expanding the Chamber's resources, programs and services to better serve all of its members. The first edition of this Business Plan was finalized, recommended by the Chamber Advisory Committee, and approved by the NLTRA Board in December 2006. The Plan was updated and approved in July of 2007 and again in June of 2008. The FY-2009/10 Chamber Business Plan will be the fourth edition.

### **Funding for Chamber Operations and Programs**

No Placer County or other public funds are used to directly support the North Lake Tahoe Chamber of Commerce. As part of the approved NLTRA Transient Occupancy Tax (TOT) Budget, Placer County provides \$154,000 annually to support Visitor Information Services. This funding flows through the NLTRA Marketing Budget. Chamber of Commerce staff assists the NLTRA in providing Visitor Information Services.

The primary source of funding for the Chamber comes from the annual dues paid by Chamber members (Chamber Membership Investment Program). The only other source of Chamber operating revenue comes from Chamber programs and projects, such as seminars, workshops and events (e.g., Customer Service Academy, chamberEDucation, annual Business Directory, Business Expo). Whenever possible, the Chamber generates what amounts to a "fee for service" for producing and providing Chamber programs to its members and the community. Not all Chamber programs generate revenue; many are provided at or near cost, consistent with the benefits of Chamber membership. As directed in this Business Plan, the Chamber will identify and pursue opportunities to increase revenue, so that the programs and marketing of Chamber services can be increased, consistent with the Chamber's adopted mission.

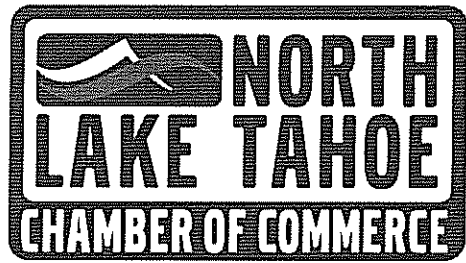
### **Role of the Chamber**

As described in this Business Plan, the primary role of the Chamber is to undertake specific actions to help improve and sustain North Lake Tahoe's business climate. Other key roles are to grow and promote Chamber membership, collaborate with the NLTRA and the Chamber/NLTRA's community marketing partners to develop, coordinate and execute "in market" advertising, promotion and community based special events, improve the visitor experience, and stimulate return visitation. The Chamber plays an important role helping the NLTRA promote the North Lake Tahoe Brand (*Pure Experiences*) and related campaigns and delivering on the "brand promise." The Chamber also provides feedback from visitors to help the NLTRA respond to changes in visitor needs and market opportunities.

The NLTRA President & CEO serves as Executive Director of the Chamber and has overall responsibility for implementation of the Chamber Business Plan, assisted by the Chamber Manager, and supported by the NLTRA Management Team.

### **Timeframe Addressed by this Plan**

This document is the fourth edition of the Chamber Business Plan and is designed to guide the direction of the Chamber for FY-2009/10. It will continue to be evaluated and updated on an annual basis. The evaluation process shall include a review of the reports identified in Objective 5, and input from the membership, staff, CofCAC, and the NLTRA Board of Directors.





## **Review of FY-2008/09 Activities and Accomplishments**

This period marked the third year of Chamber operations guided by an adopted Business Plan. Staffing has been "right-sized" with appropriate expertise and capacity, consistent with budget resources. At the start of this fiscal year, the Chamber had 624 members in good standing. As of this update, there are 635 members in good standing. While only a modest increase, in the context of the current economic climate, an increase rather than a decrease in membership can be considered an accomplishment.

Staff support for Chamber meetings and events has been appropriate, with assistance at events provided by Chamber Ambassadors, and, when necessary, by staff from the North Lake Tahoe Resort Association. The role of the Chamber Advisory Committee has expanded as the Committee has expressed an interest in a broader range of community issues, with the most recent example being Chamber involvement in issues related to the Tahoe Truckee Unified School District (at the request of members). Consistent with Chamber Business Plan Objective 4, the Committee has taken a leadership role in the development and implementation of coordinated "*In Market*" advertising and support for community based special events.

## **Economic Climate**

Starting in the fall of 2008, clear signs of an impact from the national and global economic downturn were reflected in local indicators. A number of businesses closed, relocated or struggled harder than ever before to survive. Commercial vacancies in the North Lake Tahoe-Truckee region noticeably increased. The level of both seasonal and full time employment declined. Virtually no sector of the local economy was spared from these challenging times.

## **Chamber Actions in Response**

Through a series of surveys and other member outreach, the Chamber actively sought to identify and provide modified and new programs and opportunities to support our membership, consistent with our adopted mission. Based on survey input, much of the Chamber's focus has been on improving and increasing the opportunities for business to business marketing and promotion; also on educational programs and initiatives designed specifically in response to the challenges we all face. Several enhancements were made to the Chamber Web site to improve the site as a more flexible channel for member to member and member to community communications. Examples of our most popular **chamberEDucation** programs included *Enhancing Your Web Site and PR and Marketing 101*.

Other continuing Chamber programs during FY-2008/09 included the annual **Summer Recreation Luncheon, Winter Recreation Luncheon, Membership Luncheon, Chamber Community Awards Dinner, Business Expo, Member Business Directory, Teachers Award Luncheon Programs** (in partnership with the Incline Schools Academic Excellence Foundation and the public and private schools of Incline Village), and **promotional support for local holiday giving and shop local programs** (in partnership with several business and community organizations).

Special programs and activities during the year included educational outreach regarding the new alcohol ban on the Truckee River during 4th of July Weekend and other **local law enforcement issues** (in partnership with the Tahoe City Downtown Association, Placer County Sheriff's Department, California Highway Patrol and U.S. Coast Guard), participation in the **Entrepreneurship Summit at Sierra Nevada College**, a **business forum with the Tahoe Truckee Unified School District** regarding potential school closures, and co-sponsorship of **a series of election year forums and an economic forum in Incline Village** in partnership with the *North Lake Tahoe Bonanza*. *The Chamber also provide business and community outreach services for a Washoe County Housing Needs Assessment* conducted in the Incline Village-Crystal Bay area.

In the area of community initiatives, the Chamber continued its work on development and implementation of the **Community (Watershed) Sustainability Indicators Project**, in partnership with the Lake Tahoe South Shore Chamber of Commerce and with technical support from the U.S. Army Corps of Engineers (USACE), Sacramento District. Also in partnership with the Lake Tahoe South Shore Chamber and with technical support from the USACE, the Chamber launched a **Regional Plan Initiative**. This initiative is designed to assist the Tahoe Regional Planning Agency (TRPA) in drafting, analyzing and ultimately adopting an updated regional plan that realistically facilitates environmental, economic and community improvements in Tahoe's commercial core areas. In early 2009, the TRPA joined this initiative as a partner for the development of Phase II work products.

Also in early 2009, the Chamber took over management of the database and agenda distribution for the **First Tuesday Breakfast Club**. Another new initiative is Chamber support for the **Keep the Sierra Green Awards Program**, in partnership with the leaders of recycling programs in Incline Village, Town of Truckee, Placer County, Nevada County and the cities of Grass Valley and Nevada City. In the spring of 2009, the North Lake Tahoe Chamber began planning to re-energize the **North Lake Tahoe-Truckee Welcoming Places Initiative**. The goal of this effort is to develop a custom-designed curriculum and offer a course in Welcoming Places practices through the Customer Service Academy at the Sierra College campus in Truckee beginning in the fall of 2009.

On-going initiatives include the **Community Marketing Grant Program, North Lake Tahoe Truckee Leadership Program** (in partnership with the North Tahoe Business Association and the Truckee Donner Chamber of Commerce), **chamberEDucation**, and the **Community Fund of North Lake Tahoe** (in partnership with the Truckee Tahoe Community Foundation). The Chamber also continues its role in promoting public transit in the "Resort Triangle" of North Lake Tahoe-Truckee, with partners including the Truckee North Tahoe Transportation Management Association, TART, the Tahoe Transportation District and others.

The collapse of the Workforce Housing Association of Truckee Tahoe (WHATT) was a blow to business and community-based efforts to improve affordable housing choices and availability in the region. At this point, there is no housing organization active at the regional level within the Resort Triangle. As noted above, the Chamber assisted Washoe County with outreach in connection with a Housing Needs Assessment conducted for Incline Village and Crystal Bay.

On the economic development front, Chamber Executive Director Steve Teshara is currently serving as a member of the **Placer County Economic Development Board** (through 2009). In partnership with this Board, the County Office of Economic Development has initiated a county-wide Economic Development Study, expected to be completed by the fall of 2009. In collaboration with the North Lake Tahoe Resort Association, the Chamber has provided input into the Town of Truckee's process for updating its Economic Development Implementation Strategies (winter/spring 2009).

#### **Objective 4 - "In Market" Advertising and Promotion**

Supported by Chamber staff, as well as members of the NLTRA marketing team, the Chamber of Commerce Advisory Committee engaged in active leadership and efforts to achieve the specific actions steps described in Objective 4.

##### During FY-2008/09, the Committee:

- 1) Worked to more clearly define and play a role in marketing, in cooperation with the NLTRA in its role as a Destination Marketing Organization (DMO); also worked with the NLTRA and its Marketing Committee and Board to advocate for an increased focus on community based special events. To achieve these goals, Committee members participated actively in a series of NLTRA marketing workshops and provided input consistent with Objective 4.
- 2) Led efforts on the part of the Chamber and its local business organization partners to improve the coordination and consistency of "in market" advertising and collateral. In addition to a level of improved coordination between the Chamber, NLTRA and collateral produced by local business organizations, there was a collaborative effort to produce a **Map of the Resorts and Towns of North Lake Tahoe**, the first edition of which was finalized and published for distribution in early 2009.
- 3) Developed, adopted and implemented improvements in the application form, as well as the grant solicitation and review process, for the Community Marketing Grant Program.

The improved coordination of "in market" collateral and related efforts had a positive impact on the Chamber's goal of improving the coordination and delivery of "in market" visitor information services, although more in support of this action step can and will be done. Chamber staff, working in collaboration with the NLTRA, have taken a more proactive role with local business organizations and community partners, attending Board meetings and serving on Committees or as liaisons, as appropriate.

Chamber Committee and staff representatives continue to participate in the NLTRA's Regional Wayfinding Signage Project. This project has proceeded more slowly than

originally anticipated, in large part due to the number of agencies involved in the sign design and permitting process.

## **2008/2009 Chamber Business Plan Objectives and Actions**

### **Objective 1**

Take specific actions to ensure the Chamber's capacity to fulfill its adopted mission.

As part of actions in support of this Objective (and Objective 2, below), the Chamber will gather information about how chambers of commerce operate in similar communities. This information will be used to identify opportunities to improve Chamber revenues, diversify Chamber programs and participation, and add value to Chamber member benefits.

#### **Actions**

**1] Ensure the Chamber has adequate budget, staffing and other appropriate resources, providing it with the capacity and expertise to fulfill its adopted mission and undertake implementation of this Business Plan.**

#### **Timeline**

Annually, with development and adoption of the annual Chamber Budget.

#### **Responsible Parties**

NLTRA Management Team/Chamber staff, Chamber Advisory Committee (CofCAC) and NLTRA Board.

#### **Measurements**

Adoption of adequate annual budget to accomplish Objective 1, Action 1; monitoring and adjusting as appropriate throughout each fiscal year; ability to meet or exceed annual Chamber revenue targets.

**2] Provide staff support for the Chamber of Commerce Advisory Committee and the Community Marketing Grant Program, including the Community Marketing Grant Program Subcommittee, and any related Chamber ad hoc or other committees that may be established.**

#### **Timeline**

Ongoing.

#### **Responsible Parties**

Chamber staff, with support from the NLTRA Management Team and staff.

#### **Measurement**

Ability to provide an appropriate, effective level of support, consistent with the Chamber's adopted mission and this approved Chamber Business Plan, including minutes and activities as assigned by these committees.

**3] Grow and expand the duties of the Chamber Ambassador Program, consistent with the needs of Chamber programs for volunteer support, including, but not limited to, staffing support for an expanded network of North Lake Tahoe Visitor Centers.**

**Timeline**

Ongoing.

**Responsible Parties**

Chamber Manager, with input from the Chamber Ambassadors, Chamber of Commerce Advisory Committee, NLTRA Board, and the NLTRA Management Team.

**Measurement**

An increase in the number of Chamber Ambassadors, with duties as appropriate.



## **Objective 2**

Continue to identify opportunities to add value to Chamber membership; sustain and grow membership; promote and support Chamber members.

As part of actions in support of this Objective, the Chamber will more actively survey its members for the purpose of soliciting input and feedback on Chamber programs and activities.

### **Actions**

#### **1] Promote business and tourism, with an emphasis on promoting and supporting Chamber members.**

Note: Whenever possible, it is the policy of the North Lake Tahoe Chamber of Commerce to recommend and use the services and products of its members.

#### **2] Implement new and expanded Chamber programs designed to help improve and support the opportunity for local businesses to achieve and sustain success.**

### **Timeline**

Ongoing.

### **Responsible Parties**

Chamber staff, with assistance from NLTRA Management Team and staff, and continuing input and support from the CofCAC, Chamber members, community partners, and the NLTRA Board.

### **Measurements**

Level of program participation and support, including interest and feedback on the topics and/or training presented, as provided by member and participant surveys.

### **Measurements**

These programs shall maintain a revenue neutral and/or positive value to the annual Chamber budget.

#### **3] Continuously work to improve the value, marketing, and delivery of Chamber member services, including continuous improvements to the functionality, value and marketing of the Chamber Web site; develop and implement new and/or improved member benefits and services.**

Note: The current list of Chamber Member Benefits and Services is available at [NorthLakeTahoeChamber.com](http://NorthLakeTahoeChamber.com).

Note: As part of this action, Web site improvements shall include modifications to the home page and other features to more closely mirror the “look” of the GoTahoeNorth.com site, with improved/new links to [nltra.org](http://nltra.org) and the sites of community partners and others, as appropriate.

**Timeline**

Ongoing.

**Responsible Parties**

Chamber staff, with continuing input from members, Chamber of Commerce Advisory Committee, NLTRA Board, and the NLTRA Management Team.

**Measurements**

An increase in Chamber membership and retention, consistent (at a minimum) with membership revenue targets established in the annual Chamber Budget.

As measured by membership surveys, an increase in the satisfaction of members with Chamber programs, services and value.

As directed by the Chamber of Commerce Advisory Committee, Web site measurements (metrics) shall include total visits, unique visits, pages viewed, search engine referrals, average time spent per page, and average length of session.

**4] Develop a Coordinated Membership Investment Program, in cooperation with membership based community business organization partners.****Timeline**

By June, 2008.

**Responsible Parties**

North Lake Tahoe Chamber of Commerce, North Tahoe Business Association, Tahoe City Downtown Association, and West Shore Association.

**Measurement**

Agreement and implementation of Coordinated Membership Investment Program. This program shall maintain a revenue neutral and/or positive value to the annual Chamber budget.





### **Objective 3**

Develop, advocate, and take specific actions to help improve the year around economic climate of the greater North Lake Tahoe community, including leadership and support for affordable workforce housing, workforce development and training, enhanced transit services and improved community mobility, civic welfare and engagement, and the economic development, redevelopment and diversification strategies appropriate for our region.

#### **Actions**

The Chamber will be active in each of the areas described in this objective in order to help improve the year around economic climate of the greater North Lake Tahoe Community.

#### **1] Workforce Housing**

Specific policy and implementation partners to include: NLTRA, private sector developers of workforce housing; Town of Truckee, Placer County, Tahoe Regional Planning Agency, and Washoe County.

#### **2] Workforce Development and Training**

Specific Partners to include: Sierra College and it's Customer Service Academy, North Lake Tahoe-Truckee Welcoming Places Initiative, Community Collaborative of Tahoe Truckee, Tahoe Truckee Unified School District, Sierra Nevada College; various business, industry and employer organizations, as may be appropriate.

#### **3] Enhanced Transit and Improved Community Mobility**

Specific partners to include: Truckee-North Tahoe Transportation Management Association (TNT/TMA), Placer County/TART, Tahoe Transportation District/Tahoe Transportation Commission, Caltrans, Washoe County Regional Transportation Commission, Washoe County, Nevada Department of Transportation (NDOT); local special districts and agencies responsible for community mobility projects, e.g., bicycle and multi-use trails.

#### **4] Civic Welfare and Engagement**

Specific partners to include: North Lake Tahoe Truckee Leadership Program (produced in collaboration with the North Tahoe Business Association and Truckee Donner Chamber of Commerce), *The Community Fund of North Lake Tahoe*, Truckee Tahoe Community Foundation, Squaw Valley Institute, and the Parasol Tahoe Community Foundation.

#### **5] Economic Development, Redevelopment, Diversification and Sustainability**

Specific partners to include: Placer County Office of Economic Development, Placer County Redevelopment Agency, TRPA/Placer County and Washoe County Community Enhancement Project Program, Town of Truckee, NLTRA/Chamber Community Partners (including the Economic Restructuring Committees of the Kings Beach/Tahoe Vista and Tahoe City Main Street Programs); The Lake Tahoe Watershed (Community

Sustainability Indicators) Project, and appropriate economic development agencies and organizations serving Incline Village and Crystal Bay.

For all of the above:

**Timeline**

Ongoing.

**Measurement**

Preparation and review of a fiscal year end report and Chamber Committee and NLTRA Board determination of substantive progress, consistent with Objective 5.2.



## **Objective 4**

In partnership with the NLTRA, our Community Partners and other stakeholders, the Chamber will continue to play a leadership role in the development and implementation of coordinated ***In Market*** advertising, including promotional programs, community based special events and efforts to ensure the consistency of the North Lake Tahoe brand messaging at the community level; also in the delivery of quality visitor information services, and efforts to improve the visitor experience and stimulate return visits.

### **Actions**

The Chamber and its Community Marketing Partners have identified the need for continued improvements, expansion and greater coordination of In Market advertising and promotional efforts. In Market advertising is defined as the marketing information and "message" conveyed to visitors when they have arrived and while they are in our community. A number of mutual objectives will be addressed:

- Continued identification and follow through on opportunities to more clearly define and play a role in marketing, including the marketing and promotion of community based special events, in cooperation with the NLTRA and its destination marketing partners.
- Greater consistency and coordination for In Market advertising and collateral with the North Lake Tahoe brand and related campaigns, including enhanced strategies for delivering the "brand promise."
- The need for improved uniformity and coordination for North Lake Tahoe's consumer marketing message, including enhanced Web site linkages.
- Improvements in our collective ability to highlight and showcase the *Resorts and Towns of North Lake Tahoe*.
- Opportunity to more effectively coordinate, promote, support, and grow special events, in particular, community-based special events.
- Providing a forum for coordinating and improving the quality of visitor information services, the visitor experience and opportunities to stimulate return visits.

To achieve this objective and actions described above, the Chamber and its partners will specifically undertake the following:

**1] Continue collaborative efforts to improve and expand new, coordinated In Market collateral.**

**2] Continue collaborative efforts with the NLTRA Tourism marketing team, Marketing Committee, and Board of Directors to enhance the consistency of In Market advertising and promotion with the North Lake Tahoe brand.**

**3] Continue to expand the Chamber Committee's focus on community based special events through the Community Marketing Grant Program and related event initiatives.**

**4] Work with the NLTRA as an advocate and supporter of improving the coordination and delivery of In Market visitor information services.**

**5] Work with the NLTRA as an advocate and partner, as appropriate, in development of the Regional Wayfinding Signage Project, as an important component of In Market “messaging” and strategy to improve the visitor experience.**

**Timeline**

Ongoing.

**Responsible Parties**

Chamber of Commerce Advisory Committee, Community Partners, NLTRA, and other partners, as appropriate.

**Measurement**

Preparation and review of a fiscal year end report and Chamber Committee and NLTRA Board determination of substantive progress, consistent with Object 5.2



## **Objective 5**

Track outcomes and accomplishments of this Business Plan, based on a review of the Monthly Plan Implementation Reports, and related Measurements of Success, as described in Objectives 1 through 4, continue to use these and other indicators, as may be adopted, as a foundation for future updates and editions of the Chamber of Commerce Business Plan.

### **Actions**

**1] Conduct monthly meetings of Chamber staff and the NLTRA Management Team to review progress on Chamber Business Plan Objectives; prepare a monthly Business Plan Implementation Activity Report for review and input by the Chamber of Commerce Advisory Committee and NLTRA Board of Directors.**

**2] Prepare an Annual Report on Plan accomplishments for the Chamber Advisory Committee, the NLTRA Board, the membership, and the community. Monthly reports and the Annual Report will be used to help develop the annual Chamber Budget and provide information to guide Business Plan updates.**

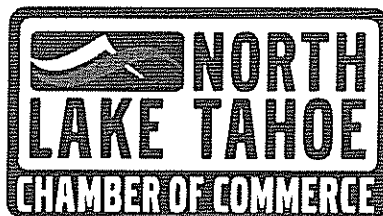
### **Timeline**

As indicated above (quarterly and annual reports), using these as tools for subsequent budget and Plan and updates.

### **Responsible Parties**

Chamber staff, supported by NLTRA Management staff, with input from the Chamber of Commerce Advisory Committee, Chamber members and partners, and the NLTRA Board.





April 28, 2009

To: Chamber of Commerce Advisory Committee

Fr: Chamber Staff

Re: **11 AM Time Certain** - Presentation of Promotional Strategy for  
AROUND TAHOE AUDIO TOUR CD

**Background**

The Chamber has an existing partnership with singer/songwriter musician Darin Talbot to promote his Around Tahoe CD, an audio tour of Lake Tahoe. The CD is available for sale at our Visitor Information Center in Tahoe City; also at the Incline Visitors Center and at other selected locations in the region. Our Chamber logo is on the newer versions of the CD. Darin has asked for an opportunity to present his press and public relations strategy for promoting the CD and Lake Tahoe in a variety of key metropolitan markets around the country, including the San Francisco Bay Area, Los Angeles, New York City, Boston, Miami, Chicago, Reno and Las Vegas.

Pettit Gilwee will be working on behalf of the Chamber and the NLTRA to help implement the plan.

This is an informational presentation; no Committee action is being requested.



**NLTRA Public Relations Report – Marketing Committee/Chamber Advisory  
April 24, 2008**

**I. Current Projects**

- A. Monday Recreation Report – distributed every Monday via email to national, regional and local media, highlighting events, programs and activities in North Lake Tahoe.
- B. Golf Media Tour 2009 – teaming up with other tourism organizations and businesses to host the Golf the High Sierra Media Tour, May 31 through June 6. Group will golf North Lake Tahoe – Incline Village Championship Course and the Resort at Squaw Creek – June 4, followed by a Moveable Feast Dine Around at the Village at Northstar. Tahoe Mountain Lodging is providing the complimentary accommodations.
- C. Lake Tahoe Autumn Food and Wine Festival – drafting 2009 Public Relations Plan and preparing media materials.

**II. News Releases – 7 news releases in the works**

- A. North Lake Tahoe/Interstate 80 Detour - drafting
- B. Placer County Economic Study - drafted
- C. Opening Day at the Lake - drafting
- D. Evergreen Restaurant Chamber Mixer (May 21) – drafting
- E. North Lake Tahoe Business Expo (June 3) – drafting

- F. Village at Squaw Valley Chamber Mixer (June 4) – drafting
- G. North Lake Tahoe/Placer County Film Projects – on hold

### **III. News Releases – 10 news releases distributed since our March 16 report**

- A. Tahoe Museum Seeks 1960 Winter Olympic Games Memorabilia
- B. North Lake Tahoe Embraces Earth Day During Weekend Festival (VNR)
- C. North Lake Tahoe (NTBA) Chamber Mixer is Thursday
- D. NLTRA to Host Special Events Workshop April 22
- E. Keep the Sierra Green – Be a Part of the Regional Green Business Recognition Program
- F. North Lake Tahoe Offers Best Spring Skiing Conditions (VNR)
- G. Joint Chamber of Commerce Business Mixer is April 1
- H. Thunderbird Lodge Passes Halfway Mark in \$10-Million Campaign
- I. March Madness: Tahoe Gets 11 Feet of New Snow
- J. Crest Café to Host Chamber Mixer this Thursday

### **IV. Media Leads – 28 media requests we’ve responded to since our March 16 report (does not include those journalists we’ve actively pitched)**

- A. CTTC –freelancer “sights from your room,” story, 3/16
- B. Miami TV-CBS affiliate (WFOR) – Lisa Petrillo, press trip, 3/16
- C. Marin Magazine – Mimi Towle, hiking information, 3/18
- D. Ski Magazine – Susan Reifer, Ultimate Tahoe guide/story, 3/18
- E. Modern Luxury Magazine – Heather Kortan, film shoot, 3/19
- F. Travel Channel – Extreme Bars story, providing Squaw contacts, 3/19
- G. CTTC – Vacation on Location news release, images, 3/19
- H. CTTC – Green Travel news release, images, 3/24
- I. CTTC – Vacation with a View news release, images, 3/24
- J. CTTC – Music Lovers’ Getaways news release, images, 3/26
- K. CTTC Brazil Office – requested Tahoe background materials, 3/27
- L. Away.com – top adventures on a shoestring budget, 3/27
- M. Deserts Companion Magazine – Chris Smith, images, 3/30
- N. MeetingNews – Terri Hardin, Tahoe what’s new details, 3/30



- O. C Magazine (Santa Monica) – Andi Streiber, images, 3/31
- P. Dallas Morning News – Walt Roessing, ski resort closing dates, 3/31
- Q. Gate 7 - Alison Scott, Tahoe background materials, 4/6
- R. National Scenic Byways Online – review Tahoe copy, 4/7
- S. HolidayswithKids.com.au – Helen Hayes, images, 4/14
- T. Sydney Daily Telegraph – Ian Royall, images, 4/14
- U. Herald Sun – Ian Royall, images, 4/14
- V. OntheSnow.com – Dan Giesen, Cool Deals details, 4/14
- W. KGO Radio (SF) – John Hamilton, ski pass discounts, 4/14
- X. KOLO-TV (Reno) – Michael Wells, ski memorabilia images, 4/16
- Y. Health Magazine – Kings Beach details, 4/16
- Z. San Jose Mercury News – Linda Zavoral, Northstar images, 4/20
- AA. Nevada 36 – Barbi Mooberry, post events to NLT website, 4/20
- BB. Sierra Heritage Magazine – Sorana Cucur, Olympic images, 4/23