



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

REVISED AGENDA AND MEETING NOTICE
MARKETING COMMITTEE
Tuesday, November 25, 2008 – 2:00 p.m.
Tahoe City PUD – Board Room

NLTRA Mission

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

NLTRA Tourism Division Mission

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

Meeting Ground Rules

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

Marketing Committee Members

NLTRA Board:

Dan Testor - Chair
Debbie Casey
Debra Darby-Dudley

Committee

Members:

Julie Maurer
Christine Horvath
Lolly Kupec
Ron Parson
Sue Hyde
Les Pedersen

Placer County Rep:

Jennifer Merchant

Quorum

2 Board Members
1 Lay Member

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

- A. Call to Order – Establish Quorum
- B. Public Forum: Any person wishing to address the Marketing Committee on items of interest to the Committee not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Committee on items addressed under Public Forum. (3 minutes)
- C. Agenda Amendments and Approval
- D. Approval of Marketing Meeting Minutes – October 28th, 2008
- E. Presentation on AST Winter Dew Tour 2008 – Nadia Guerriero, Director of Events and Conference Services, Northstar-at-Tahoe (20 minutes)
- F. Presentation on Ski Lake Tahoe/Sierra Marketing Council 2008/09 Marketing Efforts – Carl Ribuado, Executive Director, Ski Lake Tahoe/Sierra Ski Marketing Council (20 minutes)
- G. Presentation, Discussion and Possible Action on the North Tahoe Public Utility District Request for Continued Conference Marketing Grant in the Amount of \$15,000 (15 minutes)
- H. Discussion and Possible Action to Recommend Approval of Reserve Allocation Funds for:
 - NTPUD Conference Marketing - \$15,000
 - RRC Consumer Survey - \$5,000 (10 minutes)
- I. Presentation on 2008 Autumn Food & Wine Results – Judy Laverty, Special Projects Manager, NLTRA (20 minutes)
- J. Update on Marketing Decision Tool Development (10 minutes)

- K. Review of Committee Member Appointment Process (*10 minutes*)
- L. Discussion on December 30th Marketing Committee Meeting (*3 minutes*)
- M. Departmental Reports (written reports included in packet) (*15 minutes*)
 - Advertising
 - Conference Sales
 - Leisure Sales
 - Special Projects
 - Public Relations
- N. Committee Member Comments (*5 minutes*)
- O. Standing Reports (posted on www.nltra.org)
 - Reno/Tahoe International Airport September Report
 - October Search Engine Optimization Report
 - October GeoTracking Report
 - October Web Report
 - October Click Thru Report
 - September Financials
 - October MTRiP Report

Posted and Emailed November 17, 2008



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

**MARKETING COMMITTEE MEETING MINUTES
October 28, 2008 – 2:00 p.m.**

Tahoe City Public Utility District

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Dan Tester, Deb Dudley, Ron Parson, Les Pedersen, Julie Maurer, Christine Horvath, Lolly Kupec (2:06 p.m.), Debbie Casey (2:14 p.m.)

NLTRA STAFF IN ATTENDANCE: Andy Chapman, Jason Neary, Jeremy Jacobson, Judy Laverty, Kym Fabel and Whitney Parks

OTHERS IN ATTENDANCE: Greg Gibonney, Pettit Gilwee, Cathy Davis, Wendy Hummer (2:05 p.m.), Cheri Sprenger (2:25 p.m.)

1.0 CALL TO ORDER – ESTABLISH QUORUM

- 1.1 The meeting was called to order by Chair Dan Tester at 2:03 p.m. and a quorum was established.

2.0 PUBLIC FORUM

- 2.1 Members of the audience introduced themselves. Dan Tester noted that audience introductions will now become a regular part of Public Forum.
- 2.2 Andy Chapman distributed copies of the North Lake Tahoe 2008/09 Vacation Planner to the Committee and members of the audience. This year, the planner contains information for North Lake Tahoe only. In the past, the planner has been created in conjunction with South Lake Tahoe.
- 2.3 Andy Chapman distributed copies of the North Lake Tahoe Marketing Resource Guide from July 2008 to June 2009. This informational resource guide contains a variety of information including: target audience/market, objectives & goals, media breakdown by region and season, and financials through June 30, 2009.
- 2.4 The North Lake Tahoe Resort Association Web site www.nltra.org is currently being updated to include a marketing informational section. The section will include information on current ads and media buys, budgets, etc.
- 2.5 Pettit Gilwee reported that Lake Tahoe was the number one ski destination booked on Orbitz for this winter.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 M/S/C (Dudley/Parson) (7/0) to approve the Marketing Committee agenda as presented.

- The Lake Tahoe Autumn Food and Wine Festival final report will be given at the November Marketing Committee meeting.

4.0 APPROVAL OF MARKETING MEETING MINUTES

4.1 M/S/C (Parson/Dudley) (5 /0 – Abstentions - Tester and Maurer) to approve the Marketing Committee meeting minutes of September 23rd, 2008 as presented.

5.0 REVIEW OF 2008/09 WINTER CONSUMER ADVERTISING PLAN

5.1 Andy Chapman noted that the October through March Winter Media Plan was included in this month's meeting packet. Wendy Hummer reported on highlights of the Media Plan. She noted that for *Drive Market Print*, San Francisco Magazine is new to the plan. There will be a display ad in the Reno/Tahoe Section of Sunset Magazine. The outdoor billboard on the Bay Bridge will run from November to March. For *Destination Market Print*, there will be a half page ad in Newsweek LA Metro Buy in November and January. There will also be a half page ad in the Western Circulation of Outside Magazine. Ron Parson expressed concern about how these ads will be measured. Wendy noted that the online ads can be tracked via clicks and impressions. She noted that many of the regional magazines are placed under drive market buys. There is a full page ad in the Ski Press Coop with 4 regional partners (Alpine Meadows, Diamond Peak, Sugar Bowl and North Tahoe Express). Wendy also reported on Internet buys. She noted that purchasing ads on Sunset.com may be a better fit in Spring and Summer. The internet buys are tracked through impressions, clicks and third party tracking systems. Wendy also noted that many of these buys have been run before either through the NLTRA or other EXL clients, so Wendy has data on the success of these buys. Cathy Davis reported on the direct response newsletter piece. It was distributed to a 55,000-60,000 member database. She noted that many of the direct response costs have been diverted to direct media. There will also be monthly email blasts to an existing email database. These blasts will include information on events, activities, Cool Deals and other pertinent information.

6.0 REVIEW OF 2008/09 N IS FOR NORTH CREATIVE CHANGES

6.1 Andy Chapman said that in last month's meeting, Committee member Christine Horvath requested to review creative changes after the input from the focus groups and ad awareness studies. Greg Gibonney from Smith and Jones will present the changes to the creative campaign. The N was very strong and contemporary. The tagline has been changed to "North Lake Tahoe". "N is for North" is still being used in drive market as a headline. The Neighborhoods concept was poorly received by all groups. Overall the simple and clean feel of the ads was well received and effective. Greg noted the biggest changes are in regards to the logo. The N will now become the logo; no other logo will be used. Since the tagline is "North Lake Tahoe", it serves the purpose the logo had previously served. The new look began with the winter advertising campaign.

6.2 Deb Dudley asked about new photography. Greg noted that there are four new images: 2 for summer and 2 for winter. These shots are hero shots. There is also a library of photos from Tom Zikas in the portfolio moving forward. Ron Parson said from his experience, guests are interested in learning what locals do and what they can do while visiting this area. Deb Dudley and Andy Chapman noted that the updated vacation planner and the new in-market map have a consistent look and feel and contain “insider information”. Ron Parson suggested sending out the recommendations page in this packet as a concepts learned from the community meetings and suggested emailing this information to all attendees of the community meetings. Lolly Kupec discussed the importance of promoting the 12 ski resorts in Lake Tahoe, and the 7 resorts on the interchangeable lift tickets. Julie Maurer suggested listing the ski resorts on some of the advertising/message.

7.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE A RECOMMENDATION TO THE NLTRA BOARD OF DIRECTORS REGARDING A POLICY RELATED TO EXTERNAL JURISDICTION MARKETING (TRUCKEE), CONSISTENT WITH SECTION 2.H OF THE FY 2008/09 PLACER COUNTY/NLTRA AGREEMENT, AND ACTION STEPS AS THIS POLICY RELATES TO TRUCKEE

7.1 Debbie Casey noted that Placer County has asked that an actual policy be put in place with a timeline. The County contract was specific on how the policy should be stated. She noted that the timeframes listed in this document will be extremely difficult for Truckee, but the document was written in a way to leave room for this discussion to continue and allow the NLTRA to work further with Truckee in the future.

7.2 M/S/C (Parson/Kupec) (5/2- Opposed Dudley/Maurer – objected to the rigidity of the policy in particular the wording of Step 2) to approve a recommendation to the NLTRA Board of Directors regarding the external jurisdiction marketing policy and adoption of the three action steps as specifically related to the Town of Truckee with the proviso that the policy be provided to the Town of Truckee.

7.3 Debbie Casey said she had hoped that a representative from Placer County would be present today to receive feedback regarding this policy before the document moves forward to the NLTRA Board. Lolly Kupec expressed concern that one lodging property in Truckee would not be able to participate unless Truckee as a whole agreed to this policy and agreed to participate in the North Lake Tahoe Marketing Cooperative. Deb Dudley said she feels this document sets a dangerous precedence and feels it is being forced by the County, and she noted the past success of creating cooperative agreements. She feels the NLTRA should have been given the opportunity to work in cooperation with Truckee. Ron Parson feels that Truckee did have this opportunity. Debbie said she feels that is a combination of both situations discussed by Deb and Ron. Lolly expressed concern about the budget amounts listed in the policy. Debbie noted that the equitable coop contribution in the amount of \$147,026 was an agreed upon amount as “Truckee’s fair share”. Andy reported that the Cooperative agreement with Incline Village combines 45% of the Incline Village/Crystal Bay Marketing budget with 45% of the NLTRA Marketing budget.

8.0 REVIEW, DISCUSSION AND POSSIBLE ACTION OF PROPOSED REVISION TO THE NLTRA APPROVED PERFORMANCE MEASUREMENT REPORTING DOCUMENT

- 8.1 Ron Parson stated that this document should have two sections – input and results (output), e.g. this amount was put in, and this amount was received from the input. Andy Chapman noted that there are different ways to track input depending on the type of marketing (e.g., it is easier to track conference sales than leisure sales). Ron said there are two questions: 1. What did we do? And 2. How did we measure what we did? Christine Horvath wondered if this data would make more sense organizationally to compare season over season. Andy said this report is laid out the way the information must be reported to the County. Andy noted that the previous document was not necessarily hitting on some of the most important marketing information. Andy asked Wendy and Cathy to report on some of the media elements of the reporting document. Wendy suggested removing reach and frequency. She said the number was not valid since there is such a wide target market. Gross impressions were still included as a measurement. Wendy reported on web response/inquiries; she noted that these are the numbers that we receive back – total paid clicks, average cost per click, etc.
- 8.2 Cathy Davis reported on the total publication leads: number of brochure/planner requests, total email database, total direct mail database. She would also like to include ad recall/awareness and cost per aware visitor based on ad spend. She would like to review the percent of direct/bookmarked visitors, time spent on consumer website, and the number of cool deals posted and cool deal page views. She would like to see a correlation between these two. She noted that it is also important to measure the number of exits to lodging property sites. Cathy reported on the GoTahoeNorth geographic breakdown; this will include tracking information on the top five cities, visits by CA cities, breakdown of Northern California and Southern California visitors, as well as the percent of total visitors and outside CA visitors. Lolly Kupec asked why the higher success in the LA Market. Wendy noted that as a collective group, Lake Tahoe is creating more impressions and awareness in the LA Market. She noted that the website clicks report was only established a year ago; we must wait to see if and what patterns develop.
- 8.3 Pettit Gilwee reported on PR additions to the reporting document. She would like to measure the percentage of positive media placement; the percentage of media coverage reaching the target audience, and the percentage of media coverage that includes the website address.
- 8.4 Andy Chapman reported on changes to event marketing section of the reporting document. He would like to measure the total attendance of each NLTRA-supported event. Judy Lavery reported on Autumn Food and Wine additions the reporting document. New reporting information will include: total attendance numbers for all three days of the event, total vendor participation, total web impressions, total web click thrus and public relations advertising equivalency. Ron Parson suggested adding number of room nights and the public relations equivalency for all NLTRA-supported events. Wendy suggested reporting out of market attendance of the event. Pettit noted that not all events have public relations reporting documentation in place.
- 8.5 Jason Neary reported on the Conference section of the document. All of this information will remain as is. Jason would also like to include the amount of booked lodging revenues. Jeremy Jacobson reported on the Leisure Sales section. He noted that all Leisure Trade Shows are coops, and he thinks number

of brochures should be measured only in international markets, as a decrease may show in the domestic market. Les Pedersen suggested that Jeremy also track the top 10 partners. Ron Parson suggested including more output information from Leisure Sales.

- 8.6 Andy Chapman is looking for direction regarding the proposed revisions to the performance document. He noted that the document will require further development before being brought back to the Marketing Committee for final review and recommendation. Lolly Kupec suggested the reporting document be kept as a fluid document so information can be added as it develops. Dan Tester noted the importance of attaching quantitative goals to the reporting document, relative to what types of marketing have been done in the past and the targets we are trying to reach.

9.0 DISCUSSION ON MARKETING DECISION TOOL DEVELOPMENT

- 9.1 Dan Tester, Ron Parson and Andy Chapman met last week to discuss the Marketing Decision Tool concept. Andy noted the purpose is to identify need periods by quarters and locations in the region, designed to determine demand periods at mountain resorts vs. lake resorts. The concepts discussed were 1. Improve patterns of business. 2. Breakdown by travel segment. 3. Determine areas of opportunity. 4. Develop marketing programs during these time periods.
- 9.2 Ron Parson discussed the angst in the community regarding the marketing directions of the NLTRA; he noted the importance of the legitimacy of this information. The Marketing Committee should be able to explain to the community the importance of NLTRA marketing and its marketing plan. There must be methodology to justify what this Committee does as an entity. Ron created slides and distributed the information to the Committee. He noted that the statistics do not have to be exact, only guidelines. This information could include types of visitor businesses, lodging performance by geographic area, food performance by geographic area. We must choose what to measure and create measurable guidelines. This study will be a one time analysis of food, recreation and retail. This study could help to shape the future development of the marketing plan. The next steps are to find data to demonstrate the patterns of various tourism-based business and breakdown this information by travel segment and area of opportunity. The Marketing Committee should then develop programs to fill these areas.
- 9.3 Whitney Parks suggested using the North Lake Tahoe Truckee Leadership program to gather the data for this project. Andy Chapman suggested involving members of the Chamber of Commerce Advisory Committee. Dan Tester suggested creating a working group/task force to help determine the type of information or data for the leadership program or Chamber Advisory Committee to help find and correlate.
- 9.4 The Marketing Decision Tool Development working group/task force will consist of Ron Parson, Dan Tester, Lolly Kupec and NLTRA staff.

10.0 DEPARTMENTAL REPORTS

- 10.1 **Advertising** – Cathy Davis reported on some highlights of the Advertising Report. She noted that the NLTRA participated in a CTTC Coop print promotion which is being distributed in the western circulation in the October Travel & Leisure, October National Geographic, November Food & Wine and the October 11th issue of the Vancouver Sun newspaper. The NLTRA received a free email

blast to Outside Magazine's database of 45,000. Cathy reported on the development of a "Tell Your Story" section which allows users to post photos/videos and share their North Lake Tahoe experience. This is the NLTRA's first attempt at user-generated content. The Fabulous Fall campaign was launched in September with components that included a 4"X6" postcard to 10,000 recipients, a splash page online, featured event listings on the GoTahoeNorth homepage and an email-blast. A standards manual is currently being developed which will provide an overview of the N campaign and how elements may be adapted and used by members.

- 10.2 **Conference Sales** – Jason Neary reported that he recently hosted site inspections for Medtronic and Legacy Entertainment. The combined impact of these groups would be \$90,000 in room revenue in the North Lake Tahoe area. Jason also attended the Incentive Travel and Motivation Executives show in Chicago where there was access to over 6,000 group travel buyers. He also hosted a very successful client event reception. He attended the Affordable Meetings show in Washington DC which has been the top producing segment for the NLTRA over the past 3 years. In October, Jason hosted site inspections for the Western Association of Fastener Distributors and the US & Canadian Academy of Pathology; the impact of these groups would be around \$250,000 in room revenue.
- 10.3 **Leisure Sales** – Jeremy Jacobson reported that in September, Mountain Reservations hired a full-time specialist in South Lake Tahoe. Jeremy also participated in domestic ski trainings and sales calls in Utah and Colorado. He reported that Cotswold Outdoor shot photography for their summer catalog at Lake Tahoe, and they may return for shooting for their winter catalog. Jeremy reported on the Wholesalers/Trade show concept to be held tentatively on November 17. This idea was generated in the Lodging Subcommittee meeting. The NLTRA will invite Expedia, Travelocity, Damon Nelson Travel and Mountain Reservations to a half day informal workshop/tradeshows with presentations and informational booths in order for the wholesalers to solicit and secure new contracts and for lodging properties to better understand third party contracts and the business they can generate.
- 10.4 **Special Projects** – Judy Laverty reported that Autumn Food and Wine Festival planning for next year has begun. She noted that planning must begin 18 months out. Starting next month, she will participate in a series of meetings with Northstar for planning and development for next year's event. She is also meeting with Ritz Carlton to discuss their involvement in next year's event. Judy reported that she has some new ideas about bringing in more retailers and restaurants. Negotiations with major corporate sponsors have also begun. She reported that Learn to Ski and Board has been launched with email blast, media plan and a web splash page. Judy noted that the community master calendar is available at www.northlaketahoechamber.com.

Lolly expressed concern about the lack of efforts from the NLTRA in regards to weddings. Debbie Casey noted that the NLTRA leverages time and money to the Wedding and Honeymoon Association. This can be discussed further in the future with the Wedding and Honeymoon Association.

- 10.5 **Public Relations** – Pettit Gilwee reported that she is working with both Sunset Magazine and Self Magazine on future Tahoe stories. She is also coordinating a press trip for Guy Fieri of the Food Network. There are currently six news releases in the works; 10 releases have been distributed since the September 16 report and Pettit has responded to 33 media leads.

Ron Parson suggested using bullets and scorecard information on each departmental report.

11.0 COMMITTEE MEMBER COMMENTS

- 11.1 Dan Tester complimented each department on the written documentation in the departmental reports.
- 11.2 Ron Parson stressed the importance of including 50th Olympic Anniversary information in NLTRA Marketing efforts.

12.0 STANDING REPORTS

- 12.1 The following standing reports were posted on nltra.org:
 - September Search Engine Optimization Report
 - September GeoTracking Report
 - September Web Report
 - September Click Thru Report
 - September MTRIP Report

13.0 ADJOURNMENT

- 13.1 The Marketing Committee meeting adjourned at 4:40 p.m.

Submitted by:

Whitney Parks,
Administrative Assistant



North Lake Tahoe Resort Association
November 25, 2008

BACKGROUND

Northstar at Tahoe has secured the final event of the 2008/09 AST Winter Dew Tour. The event will be held February 19 – 22, 2009.

Nadia Guerriero, Director of Events and Conference Services, will give a presentation on the upcoming event and answer any committee member questions.



North Lake Tahoe Resort Association
November 25, 2008

BACKGROUND

The North Lake Tahoe Marketing Cooperative is a participating partner in the Sierra Ski Marketing Council's (SSMC) efforts to promote the region as a top winter sports destination. In addition, the SSMC works closely with the Ski Lake Tahoe organization in promoting the region.

Members of SSMC include:

- North Lake Tahoe Visitors Bureaus (NLT Coop)
- Lake Tahoe Visitors Authority
- Nevada Commission on Tourism
- Reno/Tahoe International Airport
- Ski Lake Tahoe
- Reno/Sparks Convention and Visitors Authority

Member of Ski Lake Tahoe include:

- Alpine Meadows
- Heavenly
- Kirkwood
- Mt. Rose/Ski Tahoe
- Northstar at Tahoe
- Sierra at Tahoe
- Squaw Valley USA

Carl Ribaldo, Executive Director of Sierra Ski Marketing Council and Ski Lake Tahoe, will present the Winter 2008/09 Sierra Ski Marketing Council/Ski Lake Tahoe plans.

SIERRA SKI MARKETING COUNCIL

P.O. BOX 10822
SOUTH LAKE TAHOE, CA 96158
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2008 Overview/Member Benefits

Membership with the Sierra Ski Marketing Council (SSMC) provides numerous benefits for both the member organization and its constituents. Created in 1975, SSMC has invested over thirty years in winter destination marketing, with the goal to increase destination winter visitors to the Lake Tahoe and Reno region.

Today the Sierra Ski Marketing Council and its marketing partner, Ski Lake Tahoe, have successfully positioned themselves as leaders for cooperative regional marketing programs. Due to their mutual successes, both organizations are highly regarded by the community, and are often used as examples for other regional cooperative efforts.

In order to keep members informed of the various SSMC cooperative marketing programs, the Strategic Marketing Group has documented these efforts from 1994/95 to 2000/2001 in the Sierra Ski Marketing Council Marketing Activities Review binders. Commencing with the 2001/2002 season, all SSMC program details have emailed to members via monthly updates.

Each SSMC membership and associated advertising contribution helps to create a fully integrated and comprehensive marketing program building upon the national advertising campaign which serves as the cornerstone for all activities. The list of SSMC member benefits is extensive and highly leveraged through these cooperative marketing efforts.

2007/2008 Season Review

Cooperative ski marketing efforts for the 2007/2008 season implemented by the Sierra Ski Marketing Council and Ski Lake Tahoe continued to focus on differentiating the region from competitive ski destinations in the country. Increased synergism between all marketing elements evolved through the improved integration and creative direction of the

combined national print campaigns with the continuation of the *Blue* campaign that, while originally developed by the Lake Tahoe Visitors Authority, has moved into another iteration, the *Brotherhood of the Blue*, in 2007/2008. SSMC has adopted the *Brotherhood* winter creative designed for Ski Lake Tahoe to leverage the organizations' national advertising efforts and provide a consistent branding message. The creative prominently featured the web address in order to drive readers there for more information and to connect directly to the SSMC members and the



seven Ski Lake Tahoe resorts. It should be noted that effective with the 2006/2007 season, the 800 number was no longer included on print advertising, in an effort to promote the website as the only call to action.

To reach the growing ski and snowboard audience online and generate traffic to Skilaketahoe.com, SSMC and Ski Lake Tahoe have continued to implement and increase funding for online marketing elements in 2007/2008. Efforts included advertising on both Onthesnow.com (the top rated ski and snowboard planning site) and SkiNet.com (Ski and Skiing Magazines new consolidated site), along with Southwest.com and Travelocity. Email marketing efforts to an opt-in database also continued, with a lodging & resort specials newsletter sent monthly along with a separate snow alert newsletter sent to a smaller database. When visitors sign up to regular updates from skilaketahoe.com they are also given the option of requesting information from its members, thus allowing Ski Lake Tahoe to provide leads to all resorts and SSMC members.

The Ski Lake Tahoe website was also redesigned in 2007, and in addition to a new overall look, an interactive map was added that features all SSMC members. Ski Lake Tahoe also included a "Tahoe Interactive" page that pulls RSS feeds from resort blogs and video feeds, and also features Ski Lake Tahoe video.

The Ski Lake Tahoe white label booking engine has continued to drive bookings to the region, and showed an

overall growth of 18% in hotel bookings during the 2007/2008 season.

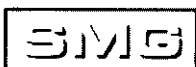


While the primary purpose of the Ski Lake Tahoe website has always been to serve as a portal, driving users to the individual member sites, it also encourages visitors to sign up for more information (either a guide or email) and book a trip. The site featured a powerful creative and copy that reinforces the positioning of Lake Tahoe as a premiere winter

destination, along with direct links to the *Brotherhood* campaign participants, including Ski Lake Tahoe, Lake Tahoe Visitors Authority, North Lake Tahoe Resort Association, Reno-Sparks Convention & Visitors Authority, Nevada Commission on Tourism and the Reno-Tahoe International Airport.

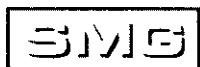
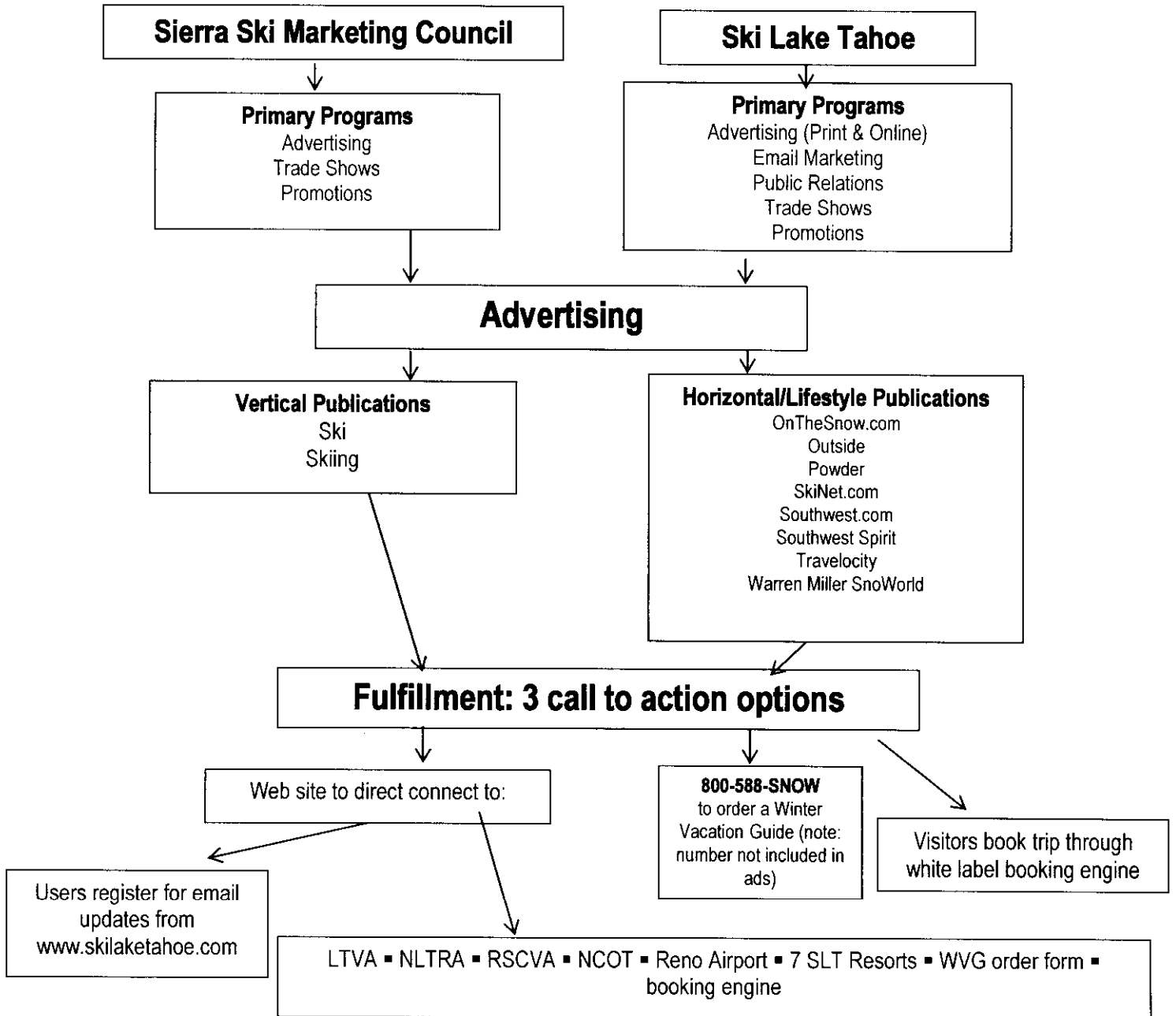
Additional elements include a map with links to the members and a 'free information request' link that directed users to the subscription page on skilaketahoe.com. The Ski Lake Tahoe subscription web page also provided leads for the new lakewide planner, a joint effort from LTVA and the North Lake Tahoe Visitor Bureaus.

The toll-free number, 800-588-SNOW is also featured on the website in addition to a "contact us" form that is forwarded to info@skilaketahoe.com, allowing users to request information from Ski Lake Tahoe.



With the primary goal to promote and strengthen the awareness of winter recreation available at the greater Lake Tahoe-Reno area, complementary marketing programs implemented by SSMC and Ski Lake Tahoe have continued to create a comprehensive national marketing program which include print and online advertising, email marketing activities, public relations, sales and promotions.

**Sierra Ski Marketing Council/Ski Lake Tahoe
Integrated National Marketing Programs**

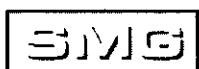


Combined, these cooperative programs continue to strengthen Lake Tahoe's position as one of the most recognized ski destinations in the country. The results of these marketing activities can be seen in the overall growth of visitors to the region. Since 1996/97, the Ski Lake Tahoe resorts have seen their skier numbers increase from 2.6 million to well over 3 million in 2007/2008.

This positive momentum is expected to continue due to the completion of significant capital improvements, representing an estimated value of \$1 billion, taking place at the seven Ski Lake Tahoe resorts and surrounding communities of North Shore, Reno and South Shore, as well as both organizations' commitment to an aggressive long-term marketing plan that will continue to strengthen awareness of the destination and ultimately increase winter visitations to the region.

The Sierra Ski Marketing Council (SSMC) is a cooperative marketing organization whose goal is to increase destination skier visits to the Lake Tahoe/Reno region. SSMC consists of six members including the Lake Tahoe Visitors Authority, Nevada Commission on Tourism, North Lake Tahoe Resort Association, Reno-Sparks Convention & Visitors Authority, Reno-Tahoe International Airport and Ski Lake Tahoe.

Ski Lake Tahoe is a member of SSMC and is a cooperative marketing organization which promotes the seven Ski Lake Tahoe resorts – Alpine Meadows, Heavenly, Kirkwood, Mt. Rose-Ski Tahoe, Northstar-at-Tahoe™, Sierra-at-Tahoe® and Squaw Valley USA – both nationally and internationally to increase awareness and demand for skiing and winter recreation at Lake Tahoe.



1. Advertising

- National Print Campaign

As the cornerstone for all SSMC marketing activities, each SSMC member benefits from the multi-page advertising insertions placed in Ski and Skiing magazines in the September through December issues and the ads placed in a variety of vertical publications. For the 2007/2008 season, SSMC invested more than \$360,000 in its national print campaign to reach destination visitors.

Similar to previous years, the SSMC ad campaign was further leveraged by the Ski Lake Tahoe organization which uses the same ad campaign placed in a wide variety of national lifestyle magazines and market specific newspapers. In an effort to further leverage the SSMC and Ski Lake Tahoe national ad campaigns, individual Ski Lake Tahoe resorts placed ads in Ski, Skiing, Powder and Warren Miller creating an even larger presence for the ski destination. Combined, the total media value of the leveraged lakewide advertising placements is estimated at more than \$1 million.

For 2007/2008, SSMC advertisements were placed in Ski and Skiing magazines. SSMC also received a complimentary ad placement in the Reno Air Races guide. The primary media investment in Ski and Skiing magazines included the destination spread followed by a full page access ad promoting the Reno-Tahoe International Airport which ran in the September through December issues. Every SSMC ad featured the skilaketahoe.com web address to order a Winter Vacation Guide, request information from SSMC members directly, or book a vacation.

- SSMC 2007/2008 Creative

For 2007/2008, the *Blue* creative was evolved into the *Brotherhood of the Blue*. This iteration features a powerful winter lake shot with either a skier or snowboarder in the powder snow, with blue as the prominent color, and copy reflecting the positioning and feel of being part of the *Brotherhood*. The Ski Lake Tahoe logo was included with the web site address skilaketahoe.com. Two different spreads alternated in Ski and Skiing, both with the tag line "In Snow We Trust".

The Airport Access ad also reflects the *Brotherhood* creative, still focusing on the ease of access along with the variety of lodging and activities throughout the region.

As a result of the increased use of the Internet as an information and booking source, the Ski Lake Tahoe website remained prominent in each ad. The connection between the destination ads with the promotion of the website is essential in order to continue to drive traffic to skilaketahoe.com which then subsequently drove users to SSMC and Ski Lake Tahoe member sites, as well as booked a trip online and requested information from Ski Lake Tahoe and its members.

The "Ski Lake Tahoe" destination logo helps to unify and better define the Lake Tahoe ski destination similar to the positioning logos of the Ski Colorado and Ski Utah marketing organizations. This same concept also applies to the URL used for the SSMC/Ski Lake Tahoe regional website, www.skilaketahoe.com, which better assists users in finding the site.



- VCB ads in Ski and Skiing magazines

Negotiated as part of the SSMC ad placements in Ski and Skiing magazines, the LTVA, NLTRA and RSCVA received two complimentary full-page ads in Ski and Skiing in order to increase the destination's presence as well as to promote the three different areas within the region.

Continuing its increased focus on ski marketing programs, the Reno-Sparks Convention and Visitors Authority once again expanded its complimentary full page ad and purchased additional pages in Ski and Skiing for a total of four insertions which ran September through November.

- Reader Service/Online Exposure

If available, in each publication that SSMC places advertisements, every SSMC member receives a free listing in the Reader Service sections and a hot-link from the publication's website to individual SSMC members or to skilaketahoe.com.



2. Fulfillment

- Winter Vacation Guide

As part of the membership fee, each SSMC member receives a complimentary advertising page in the Winter Vacation Guide which is the fulfillment piece for both the SSMC and Ski Lake Tahoe national advertising campaigns. The individual SSMC member pages allow each member to highlight its area's unique and appealing attributes.

The purpose of the Winter Vacation Guide is to provide consumers and trade with information about the ski resorts, on and off mountain activities, nightlife & entertainment, access and lodging. The guide is promoted through the website call to action featured in every SSMC and Ski Lake Tahoe ad and through email marketing efforts (a 'free vacation planner' button is prominently featured in every Ski Lake Tahoe email newsletter). Ski Lake Tahoe also continues to use the guide to visually promote the region in conjunction with its national public relations efforts in the Ski Lake Tahoe press kit and as the call to action on every press release.

For 2007/2008, an online version of the guide was offered on the "Guide/Email Request" page of skilaketahoe.com (located at www.skilaketahoe.com/book). Visitors were able to see a click and flip version of the guide and click to the various advertisers' websites. Data on this new program is forthcoming.

With the significant shift in consumer behavior to retrieve information via the Internet rather than ordering a printed piece, orders for the Winter Vacation Guide have continued to decrease, with overall requests down 25% in 2007/2008 over 2006/2007.

In addition to the guide orders generated via the SSMC and Ski Lake Tahoe advertisements and Web site, 50,000 guides were distributed at sporting good locations in Southern California, New Jersey, Chicago, Florida, Georgia, Washington D.C., Texas, Las Vegas, and Colorado between September and November. Each season, additional guides are distributed at the SSMC national trade shows, through the Reno Airport Ambassadors, and via individual SSMC member programs.

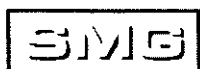
- (800) 588-SNOW

Although the Ski Lake Tahoe Web site has displaced the 800 number as the primary fulfillment mechanism for ordering a Winter Vacation Guide, it is still featured on the Ski Lake Tahoe website. Currently, the 800 number features an automated message asking callers to leave their address information if they would like to order an online guide. The SSMC fulfillment service, Panda, relays non-guide request messages to SMG for follow-up.

- SSMC Fulfillment House - Panda

In addition to providing the telephone answering service and fulfilling orders for the Winter Vacation Guide generated by SSMC and Ski Lake Tahoe ad placements and complementary marketing initiatives, Panda also manages the SSMC database which includes thousands of names from individuals nationwide who have requested a guide. Each SSMC member has access to the highly desired list of names contained in the SSMC database and is encouraged to use the qualified lists for direct mail programs.

Leads are also generated for SSMC members on the website via the Winter Vacation Guide request form ("Guide Request/Email"). These leads are regularly sent to SSMC members for fulfillment.



3. SSMC/Ski Lake Tahoe Website

As the portal site for the SSMC and Ski Lake Tahoe members, skilaketahoe.com was redesigned in 2007 to provide better integration with the new creative and expanded enhancements to assist users in their search for information. In addition to its main purpose of providing direct links to SSMC and Ski Lake Tahoe member sites, new features include an interactive map that features all SSMC members and a Tahoe Interactive page that pulls RSS feeds from Ski Lake Tahoe members and also video from Ski Lake Tahoe.

In addition the page formerly called "Plan Your Trip" was retitled to 'Book Your Trip" and now features a booking engine, and all American Express special offers were moved over to an American Express landing page linked to through the SkiLakeTahoe.com/Amex.

SSMC does not contribute any money to the Ski Lake Tahoe website. Instead, Ski Lake Tahoe invests approximately \$25,000 annually into its development and maintenance. Ski Lake Tahoe also allocated \$45,000 to specific online marketing programs to generate further online awareness for the destination and skilaketahoe.com. To date, these efforts have been successful in generating a large number of site visitors that continues to grow year after year.

Once again, as a result of the continued prominence of the Internet as a trip planning tool, SkiLakeTahoe.com continued to have emphasis in all of the SSMC and Ski Lake Tahoe advertising campaigns and complementary marketing programs. 2007/2008 website visitor statistics showed an increase of 8.5% in overall unique visitors compared to 2006/2007 and 42% over 2005/2006.

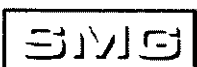
As mentioned earlier, as orders for the Winter Vacation Guide continue to decline, user sessions to skilaketahoe.com have increased at exponential rates. While the rate of increase has declined, it's still showing a positive growth rate.

www.skilaketahoe.com User Sessions
2007/08 – 2004/2005 September thru January

	<u>September</u>	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>YTD Total</u>	<u>% Change</u>
2007/2008	35,738	43,571	54,043	109,400	129,721	372,473	0.1%
2006/2007	36,449	46,294	75,719	105,618	108,058	372,138	25%
2005/2006	28,834	41,353	66,194	79,833	80,853	297,067	44%
2004/2005	16,659	29,650	43,475	54,520	61,526	205,820	

Source: *Webtrends*

As a clearinghouse for the destination, the site is equipped with multiple direct links to the SSMC member pages and Ski Lake Tahoe resorts, including on the new interactive map. As a result of this structure, it is assumed that more than likely users visit the website once or twice and then return to the resort or VCB site of their choice directly eliminating the need to go through the skilaketahoe.com.



4. SSMC/Ski Lake Tahoe Trade Shows

Every year, SSMC members and representatives from the seven Ski Lake Tahoe resorts attend trade shows under a regional umbrella. Each Ski Lake Tahoe resort and the LTVA, NLTRA and RSCVA pay a fee to be represented in the SSMC/Ski Lake Tahoe trade show booth. This leveraged funding enables the region to attend more shows as one cohesive destination. For specific details, please refer to the SSMC 2007/2008 Trade Show Report prepared by Jeremy Jacobson.

5. Research

Over the past nine years, SSMC and Ski Lake Tahoe have conducted a variety of research projects to determine the effectiveness of its advertising campaign and specific marketing activities. Since SSMC had implemented the Times Mirror ad tracking study of Ski and Skiing readers' awareness and attitudes of the Lake Tahoe ski destination for seven consecutive years, in 2001/2002 the SSMC Board of Directors voted to discontinue the studies for a few years and allocate the funds to media. In 2004/2005 the Ski Lake Tahoe Board of Directors agreed to fund a Ski and Skiing magazine ad tracking study, whose results were distributed to all SSMC members.

Additional research projects conducted by SSMC and Ski Lake Tahoe have included Internet surveys, trade show surveys, travel agent surveys, advertising conversion studies and Reno Airport intercept studies (now conducted through the Regional Marketing Committee (RMC)). Most recently in 2008 Ski Lake Tahoe conducted advertising research, whose results indicated that the combined SSMC and Ski Lake Tahoe advertising contributed over 200,000 in incremental trips and generated over \$388 million in the greater Reno Lake Tahoe area.



6. Public Relations Exposure

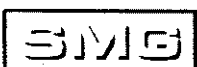
SSMC members also benefit from regional press releases distributed to the local community and media. Releases include information about SSMC marketing activities and are designed to inform the member's constituent base about the highly leveraged SSMC and Ski Lake Tahoe national marketing efforts. The Ski Lake Tahoe organization also keeps the local community aware of its national programs through ongoing press releases. Each season, Ski Lake Tahoe hosts a number of travel writers to experience the region and to generate national coverage.

An extremely valuable residual benefit of these public relations efforts is the strengthening of SSMC's and Ski Lake Tahoe's leadership positions in the local community for their successful national marketing efforts.

7. Regional and National Representation

Carl Ribaudo with SMG, president of the marketing management firm that develops and implements marketing activities for SSMC and Ski Lake Tahoe, is often called upon to represent the organizations at conferences to present the regional tourism cooperative efforts and their associated successes.

As a spokesperson for both organizations, Ribaudo is also frequently contacted by national and regional media who are seeking insight about the ski destination.



8. Ski Lake Tahoe Leveraged Exposure & Programs

As a member of SSMC, Ski Lake Tahoe continues to develop and implement marketing programs to build upon SSMC's efforts and to create a much larger presence and unified cooperative marketing campaign. Together, both organizations share the common goal of creating awareness and attracting winter visitors to the region. As a result of these cooperative efforts, in 2007/2008 the seven Ski Lake Tahoe resorts hosted over 3 million skiers (a 26% increase since 1996), making Lake Tahoe the third largest ski destination in North America second only to the *entire states* of Colorado of Utah.

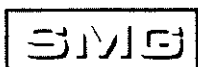
More destination skiers are expected in the near future as a result of extensive capital improvement projects occurring at the seven Ski Lake Tahoe resorts as well as the surrounding communities. With the expertise of Vail Resorts, JMA Partners, Booth Creek Ski Holdings, East West Properties and Intrawest, the seven resorts have invested \$1 billion in new villages, facilities, lifts and other amenities that will enrich the winter visitor's experience as they travel throughout the destination.

While some of the individual resorts also place ads in the vertical magazines, the Ski Lake Tahoe organization invests more than \$250,000 in media outside of the traditional ski magazines to leverage the SSMC national ad campaign and to expand the reach of the combined national efforts. To complement and support the combined national print campaigns, Ski Lake Tahoe implements a national public relations program in an effort to increase coverage of the entire ski destination in national and market specific magazines, newspapers and travel/ski websites. In addition to national media and public relations efforts, Ski Lake Tahoe has continued to significantly invest in the development of skilaketahoe.com at approximately \$25,000 annually.

The Ski Lake Tahoe Board of Directors recognizes the need to focus on air service development and supporting air service markets as a means of increasing winter destination visitor numbers. As such, Ski Lake Tahoe has supported the Regional Marketing Committee (RMC) since its inception, providing lift tickets and lodging for various in-market promotions. It has also worked with Southwest Airlines, securing a much-talked about partnership where Southwest is Ski Lake Tahoe's official airline. This partnership, announced in January 2007, includes promotional support in key air service markets, co-branding opportunities in Southwest's Rapid Rewards emails, and increased brand equity for Ski Lake Tahoe by being partnered with a trusted brand like Southwest.

Ski Lake Tahoe has also developed relationships with a number of corporate sponsors. Its relationship with American Express has allowed for co-branded advertising campaigns over the past ten years. It also works closely with Travelocity, whose white label booking engine is on SkiLakeTahoe.com.

For the 2007/2008 season, Ski Lake Tahoe international marketing efforts continued to include select lodging properties along with the LTVA and NLTRA to increase international winter visitations to Lake Tahoe. The core of the effort is built upon leveraged promotions with key wholesalers in target markets including the United Kingdom, and Australia. To date, international skiers/riders represent 9% of the total visitors to the seven Ski Lake Tahoe resorts, an increase of 4% since 1997. International marketing and sales efforts have included print advertising, promotions, public relations, email marketing direct mail, trade shows and sales missions targeted at potential international visitors and media.



**Sierra Ski Marketing Council
2008/2009 Preliminary Media Plan**

6/10/2008

Publication	May				Jun				Jul				Aug				Sep				Oct				Nov				Dec				Jan				Feb				Net Total \$											
	29	5	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27		3	10	17	24							
Ski Circulation: 450,000 4C Spread 4C FP Airport ad 4C VCB ads																																																				\$ 182,415
Skiing Circulation: 400,000 4C Spread 4C FP Airport ad 4C VCB ads*																																														\$ 182,415						

*VCB ads: LTVA runs full page ad in Nov. issues of SKI and SKIING, NLTRA runs a 1/2 page in Nov. & Dec. SKI & SKIING

SSMC Total: \$ 364,830

RSCVA runs its comp full page ad in Oct. SKI & SKIING, and has also purchased 4 additional FP ads in Sept. and Nov. SKI & SKIING totaling \$48,644

2008/2009 SSMC **PRELIM**
Budget - (Fiscal: April 1 - March 31)

	2008/09 Forecast	2007/08 Actuals	2007/08 Forecast
Income			
Budget Carry Over	\$40,700	\$4,000	\$4,000
Airport Authority Membership	\$50,000	\$50,000	\$50,000
Airport Authority Ad Contribution	\$25,000	\$25,000	\$25,000
LTVA Membership	\$55,000	\$55,000	\$55,000
LTVA Ad Contribution	\$38,000	\$38,000	\$38,000
NCOT Membership	\$55,000	\$55,000	\$55,000
RSCVA Membership	\$55,000	\$55,000	\$55,000
RSCVA Ad Contribution	\$38,000	\$38,000	\$38,000
RSCVA Additional Ads - Ski/Skiing	\$48,644	\$48,644	\$48,644
Ski Lake Tahoe Membership	\$55,000	\$55,000	\$55,000
NLTRA Membership	\$55,000	\$55,000	\$55,000
NLTRA Ad Contribution	\$38,000	\$38,000	\$38,000
Interest		\$61	\$54
Trade Shows (billed back) TBD -			
07-08 carryover of \$17,198	TBD	TBD	\$49,000
Merrill Lynch	\$0	\$0	\$0
Total Income	<u>\$553,344</u>	<u>\$560,132</u>	<u>\$565,698</u>
Expense			
ADVERTISING:			
Ski/Skiing Ad Space (incl. RSCVA pgs)	\$413,474	\$413,474	\$413,474
Powder	\$0	\$0	\$0
Warren Miller Snowworld	\$0	\$0	\$0
Skier News	\$0	\$0	\$0
Reno/Tahoe Flight Guide	\$0	\$0	\$0
Additional Advertising TBD	\$0	\$0	\$0
TOTAL ADVERTISING	<u>\$413,474</u>	<u>\$413,474</u>	<u>\$413,474</u>
Winter Vacation Guide Ads:			
WVG Ad: R/T Int'l Airport	\$6,498	\$6,016	\$6,016
PRODUCTION:			
Photo Use Fee (ads)	\$0	\$0	\$0
Production (agency+color seps)	\$20,000	\$16,860	\$20,000
TOTAL PRODUCTION	<u>\$20,000</u>	<u>\$16,860</u>	<u>\$20,000</u>
DISTRIBUTION:			
800 # (return to 588 SNOW as fulfillment)	\$1,000	\$954	\$800
Data Processing	\$3,900	\$3,798	\$3,500
Postage & Shipping	\$5,000	\$2,652	\$5,000
WVG Distribution - HD96	\$0	\$0	\$0
TOTAL DISTRIBUTION	<u>\$9,900</u>	<u>\$7,405</u>	<u>\$9,300</u>
ADMINISTRATION:			
Administration Fee	\$45,000	\$45,000	\$45,000
Travel & Entertainment	\$0	\$0	\$0
Meetings	\$500	\$94	\$555
General Office	\$2,400	\$1,550	\$2,400
Accounting & Legal	\$2,600	\$2,735	\$2,700
Dues & Subscriptions	\$0	\$0	\$0
TOTAL ADMINISTRATION	<u>\$50,500</u>	<u>\$49,379</u>	<u>\$50,655</u>
MISCELLANEOUS:			
Research	\$0	\$0	\$0
Trade Shows	\$26,229	TBD	\$49,000
Trade Show Travel Expenses			\$3,000
TOTAL MISCELLANEOUS	<u>\$26,229</u>	<u>\$26,229</u>	<u>\$52,000</u>
Total Expense	<u>\$526,601</u>	<u>\$519,363</u>	<u>\$551,445</u>
Net Income/Carry Over	<u>\$26,743</u>	<u>\$40,769</u>	<u>\$14,253</u>



ALPINE MEADOWS .. HEAVENLY .. KIRKWOOD .. MT. ROSE-SKI TAHOE .. SIERRA-VT-TAHOE .. NORTHEAST-TAHOE .. SQUAW VALLEY USA



IN SNOW WE TRUST

IN NOVEMBER THROUGH APRIL
WE BLOSSOM

IN WORLD-CLASS TERRAIN
WE ARE PLENTIFUL

IN SPF 45
WE RELY

IN BOOTS,
HARD OR SOFT
WE PROSPER

IN THE WORLD'S
MOST BEAUTIFUL LAKE
WE LAY CLAIM

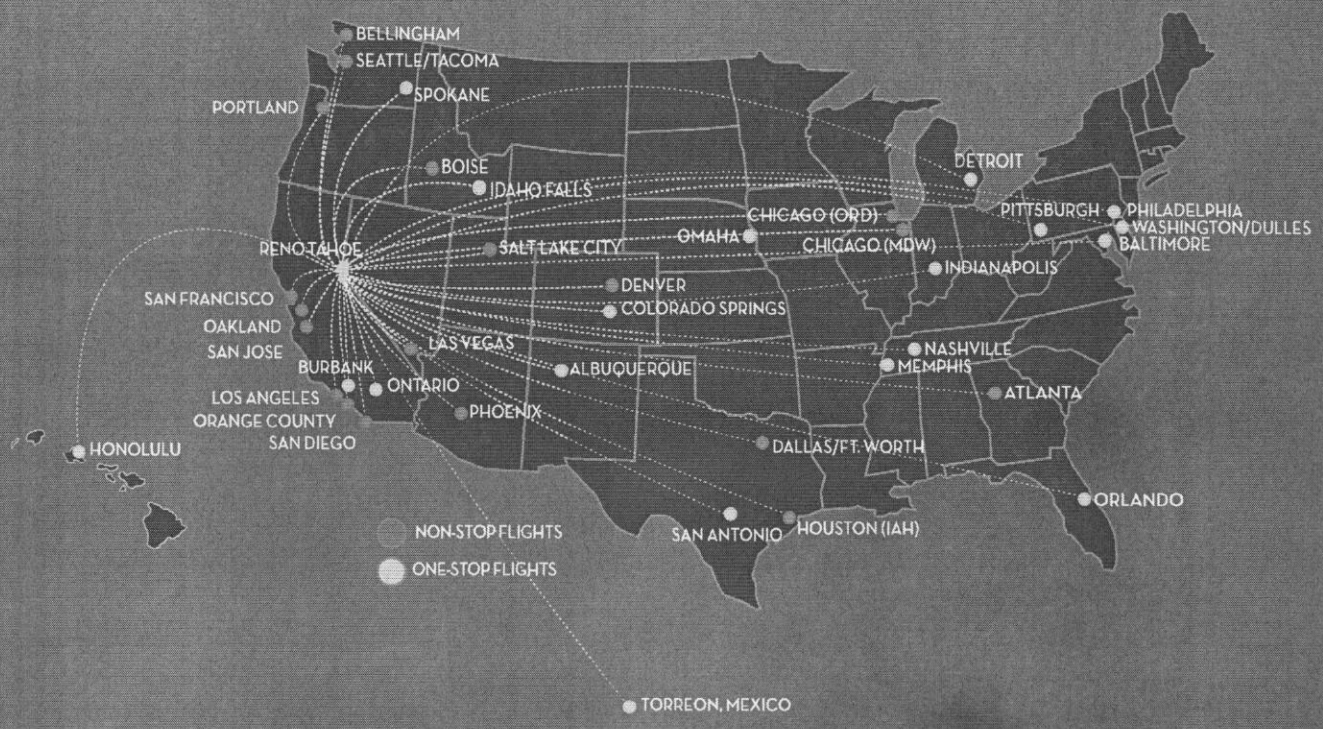
AND WHETHER ON SKIS OR BOARD
WHEN HERE YOU'RE IN THE
COMPANY OF BROTHERS

AND SISTERS

WELCOME TO
THE BROTHERHOOD OF THE BLUE



TO BOOK YOUR WINTER VACATION VISIT SKILAKE.TAHOE.COM



IN SNOW WE TRUST

WITH OVER 170 DAILY FLIGHTS, JOINING THE BROTHERHOOD OF THE BLUE IS EASIER THAN EVER.

Located about an hour from the largest concentration of world-class skiing in North America, Reno-Tahoe International Airport offers over 170 daily flights to and from 19 non-stop destinations. Once you arrive, you can stay in Reno or on Lake Tahoe's North or South Shore, where

you'll find accommodations from slope-side condos, cabins and Swiss-style chalets to glamorous luxury hotels and exciting casino resorts. So join the Brotherhood of the Blue, and discover for yourself why In Snow We Trust. Book your vacation online today at www.skilaketahoe.com

ALASKA/HORIZON • ALLEGiant • ALOHA • AMERICAN • CONTINENTAL • DELTA/DELTA CONNECTION
FRONTIER • SOUTHWEST • UNITED/TED • US AIRWAYS



Ski Lake Tahoe

SKILAKETAHOE.COM



November 25, 2008

To: Marketing Committee

Fr: Management Team

Re: Discussion and Possible Action on Status of \$15,000 in "Annual Conference Marketing Support" for the North Tahoe Community Conference Center

Background

At the October Board meeting, staff was requested to provide information about the development of the NLTRA's FY-2008/09 Marketing Budget as related to the "annual" Conference Marketing contribution to the North Tahoe Community Conference Center, managed and operated by the North Tahoe Public Utility District (NTPUD).

As you will recall, the total NLTRA marketing budget for FY-2007/08 was \$2,380,757 (including 06/07 carryover). The total marketing budget available for 08/09 was \$2,103,766 (a difference of -\$276,991). Accordingly, some cuts had to be made. To achieve the needed level of reduction, cuts were made across the board to direct media, collateral production, public relations, leisure sales, conference sales, the Community Market Program, and the category of "other programs."

At the same time the NLTRA budget was being prepared, the NTPUD was preparing its FY-2008/09 budget. One central issue of NTPUD discussion was the future of the North Lake Tahoe Conference Center. While no official outcome of these discussions had been finalized at the time the NLTRA was completing its proposed budget, there were some indications at that time that the Conference Center would likely be operated as a community center instead. Given the uncertain future of the Conference Center, the \$15,000 Conference Marketing contribution was eliminated as part of the reductions described above.

The NLTRA Board adopted its FY-2008/09 Budget on June 4th. The NTPUD Board adopted its FY-2008/09 Budget on June 22nd. As part of this budget, three conference center staff positions were eliminated. At the same time, the NTPUD Board was engaged in a policy discussion about the future of the Conference Center. As indicated to the NLTRA Board October 1st, when the NTPUD reaffirmed its request for the "Special" Marketing Grant of \$15,000, the direction of the "Conference Center" is now more clear.

Staff has reviewed this sequence of events with Curtis Aaron, NTPUD General Manager/CEO. Mr. Aaron has indicated the District is still interested in requesting and securing the \$15,000 in "annual marketing support."

November NLTRA Board Discussion

At the November Board meeting, Curtis Aaron and Kathy Long from the NTPUD confirmed that the District was still interested in applying for a \$15,000 marketing grant to help fund the marketing of the center. After questions and discussion, the board directed staff to place this

item on the November 25 Marketing Committee meeting for discussion and possible recommendation for board approval.

Additional Information

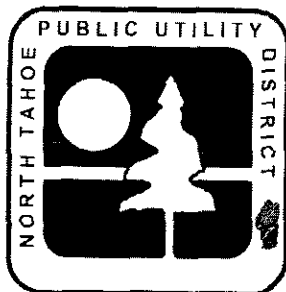
Attached to this staff report is a letter from the NTPUD along with an outline of expected expenditures related to this grant funding request.

Budget Implications

As stated above, the NLTRA FY2008/09 budget did not include this \$15,000 allocation from the Conference budget due to uncertainties surrounding the future of the North Tahoe Conference Center. Attached to this staff report is an outline describing the board approved mechanism for the utilization of NLTRA marketing reserves.

Recommendation

Presentation, discussion and possible action to recommend for board approval the \$15,000 grant funding to the North Tahoe Conference Center for continued conference marketing activities, and to release those funds from the NLTRA Marketing Reserves.



November 17, 2008

Steve Teshara, Executive Director
North Lake Tahoe Resort Association
PO Box 1757
Tahoe City, CA 96145

RE: Request for the Continuance of NLTRA Financial Support for North Tahoe Community Conference Center Marketing for Fiscal Year 2008-2009

Dear Mr. Teshara:

The North Tahoe Public Utility District would like to express our appreciation for the Resort Association's past years of financial support for annual marketing costs, support of the Strategic Marketing and Business Plan Study of the North Tahoe Community Conference Center and the subsequent grants awarded for Conference Center software, updated collateral and web site. District staff is in the process of developing a new marketing plan that re-names the facility, new logo (brand) and design for collateral as well as being in the process of purchasing a new software facility management package. The District is also collaborating with local business owners to develop enhanced business strategies and a sales and marketing model that can be managed with the present staffing resources; will be effective in making the Conference Center a tourism draw for both lodging and resorts in the North Tahoe region; and a Community Asset for regional businesses, community recreation and local groups needing meeting space.

Upon review of the North Lake Tahoe Resort Association (NLTRA) Three Year Marketing Strategy 2007-2009 plan, the District intends to adopt portions of this plan as an exhibit to our own market development strategy for the District's Center. Furthermore, the District, will be utilizing the research and experience that the NLTRA has already gathered and made available as well as participating in the overall plan as a partner.

The District's short term goals and objectives are as follows:

- Development of new logo, web site and identity.

- Create new business partnerships while strengthening existing partnerships
- Promotion of new and current programs to win and sustain new business
- Acquisition and implementation of business/asset management software system in order to accomplish business processes in a more efficient and cost effective manner while tracking sources of return on investment
- Development of bench marks to measure business development
- Analyze historical data along with current business practice in order to adjust processes to “changing market conditions and opportunities”*

Because of NLTRA information shared through the *NLTRA Marketing* plan that confirms previous information, the District will be:

- Evaluate the effectiveness of trade show participation
- Focus funding resources on web site optimization
- Seek input from NLTRA and other marketing professionals on the optimization of conference association memberships and publications
- Create a communications and marketing approach that accentuates e-mail blasts and other digital media instead of traditional mail or printed materials.
- Continuation of press packages, and other printed materials for walk-in customers
- Adopt the practices and principals developed in the NLTRA Marketing Performance Reporting plan, where relevant, for Conference Center as well as other District Parks and Facilities

In order to move forward and to continue marketing the District’s Center during this transition period, it is necessary to seek recurring marketing funding for this plan from the NLTRA as the District has received in the past.

The District requests that the NLTRA Marketing Committee consider providing annual support in marketing for the District’s Conference Center and approve our grant request for \$15,000 annually for marketing. This amount has been provided annually for the past several years. The ongoing and generous support of the NLTRA continues to be of integral importance in our goal to improve the tourism and business lodging role of the District’s Conference Center on the North Shore of Lake Tahoe.

The attached exhibit is our proposed budget for fund expenditures. In order to assess and analyze the “return on investment” of these funds, the District finds it necessary to utilize reports that will be generated through the new business asset management software package, as well as included the *NLTRA Marketing Performance Reporting* information. The District intends to provide annual reports to the NLTRA Board so they may view progress made on business development at our center.

EXHIBIT A

North Tahoe Conference Center Marketing Budget

These expenses are projections of costs that will be paid for by \$15,000 NLTRA marketing request. The amounts between categories may change during the year but categories will not change. These projections do not include any District staff time.

WEDDINGS

Advertising:

Print and Internet	2,000.00	
Memberships and Ad	1,050.00	
Printing Collateral Packets	1,000.00	
		4,050.00

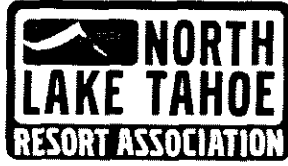
CONFERENCES/MEETINGS

Advertising:

Publications	2,050.00	
Internet Ads	2,000.00	
Memberships	1,400.00	
Photos and Print	1,500.00	
Search Optimization	2,000.00	
		8,950.00

Media Outreach/FAM Tour	2,000.00	
		2,000.00

TOTAL		15,000.00
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November 25, 2008

To: Marketing Committee

Fr: Management Team

Re: Discussion and Possible Action to Recommend Approval of Reserve Allocation Funds
For:
A. NTPUD Marketing - \$15,000
B. RRC Consumer Survey - \$5,000

Background

With direction from Placer County and the NLTRA Board of Directors, the organization has set aside a marketing reserve of 15% of the total annual marketing budget. This amount equals approximately \$277,000. The policy for the use and refunding of these reserves is set forth in the attached memorandum.

Per the prior discussion, the Marketing Committee is to review the requested use of the reserve funds with possible action to recommend for board approval. The two requests are:

- A. NTPUD Marketing - \$15,000
- B. RRC Consumer Survey - \$5,000

Recommendation

Discussion and possible action to recommend for board approval the use of Marketing Reserve Allocation funds in the amount of \$20,000, and to release those funds from the NLTRA Marketing Reserves for expenditure as requested.

Memorandum

SITUATION

1. Both the County and NLTRA have agreed that a "marketing reserve" should be created. The objective is to eventually accumulate a fund representing 15% of the average annual marketing budget, over several years. Based on a \$1,848,000 budget, the 15% target is \$277,200
2. The County has been clear that it does not intend to control the use of these funds, but will leave it to the discretion of NLTRA.

RECOMMENDATION

1. The Marketing Reserve will be treated as an "internal reserve" (as per the definition proposed in #7 below).
2. The NLTRA Tourism/Executive Directors, may not expend these funds, except with the formal approval of the NLTRA Board, preferably with preview and approval of both Finance and Marketing Committees.
3. The criteria for the appropriate use of these funds is when NLTRA and its member businesses are experiencing a distinct shortfall in tourism business, due to unusual, economic, market or weather conditions, that would benefit from extra marketing efforts.
4. Any request for such funds from staff, should include the rationale, a targeted result, and be followed with an assessment of the actual results achieved.
5. NLTRA Accounting will need to track and report these funds, in such as way as to segregate them from normal operating funds.
6. Any Reserved funds that are accumulated, will automatically be rolled over into subsequent year's budgets and will accumulate without limit, until an amount is achieved equal to 15% of normal annual marketing budget.
7. Any funds depleted as a result of the above actions will be replenished, as soon as practical. The manner of replenishment will be:
 - a. First from any external or internal marketing carry forward, from previous years, then:
 - b. as part of the normal budgeting process each year.
 - c. Any replenishment of the marketing reserve, (once established) would come from the same mechanism that the county and NLTRA are using to guarantee a consistent marketing operating budget going forward.
8. Recommended definitions for funds:
 - County Services: NLTRA funds earmarked by the county, for a specific designated purpose, and not available to either NLTRA Board or staff.
 - Internal Reserve: NLTRA funds earmarked, either by the County or NLTRA, available for expenditure by the NLTRA board, but not staff.
 - Contingency: NLTRA funds, within a specific departmental budget, not earmarked for any specific purpose, and available to be spent at the discretion of the supervising Director.

The Proposal

As we approach the NLTRA's 2012 Transient Occupancy Tax initiative, it is very important to have up-to-date information to insure proper evaluation of NLTRA plans, projects and expenditures...past, present, and future. To achieve this objective, it is proposed that the NLTRA partner in the County Wide Study, update the Runyan Report, and update the two Survey Reports. These reports are briefly described as follows:

1. The Placer County Office of Economic Development has contracted with Dean Runyan Associates to prepare *Economic Benefits of Travel and Tourism in Placer County*. This will provide a broader regional assessment to the NLTRA by expanding the more detailed information in the Runyan Report. The NLTRA is one of the three regional tourism organizations partnering with Placer County to fund this study. The Resort Association share is \$15,000.
2. The NLTRA has solicited a proposal from Dean Runyan Associates to update the previously mentioned Runyan Report. The original report provided an economic analysis of the direct and indirect economic impacts of travel and tourism in the North Lake Tahoe Resort Area based on data from 1997-2002. It has been used to assist decision makers in evaluating economic development, redevelopment, planning, marketing and related strategies. The report has also been used as one of the sources for economic information and analysis for the NLTRA Master Plan and Integrated Work Plan updates. As much of the area's economic data and demographics have changed in the last five years, we need to update this report so as to have current information through 2007, to continue assisting in the decision making process. To update this detailed report now, will be benefitted by the ongoing work Dean Runyan Associates is doing for the County Wide Study. The project budget is approximately \$24,000.
3. The third element of the proposal is to revisit and update the opinion survey research and reports of local residents, second homeowners and visitors to North Lake Tahoe. These surveys were conducted in 2001 and again in 2003-04. The information gleaned from the surveys must be kept current for the NLTRA to best meet the needs, desires, and concerns of visitors and the local community. The proposal will include a mailback survey, a website survey, and an email survey, and the related reports, for a cost not to exceed \$41,000.

NLTRA Funding Sources

\$ 7,430	2007-08 Infrastructure Research & Planning
\$ 5,785	2008-09 Infrastructure Research & Planning
\$ 5,785	2008-09 Transportation Research & Planning
\$30,000	2008-09 Infrastructure Funds
\$15,000	2007-08 Marketing Funds
\$11,000	2007-08 Marketing Contingency Funds
<u>\$ 5,000</u>	2008-09 Marketing Reserve Funds
\$80,000	

LAKE TAHOE AUTUMN FOOD & WINE FESTIVAL Sept 5-8, 2008
The Village at Northstar
Submitted by Judy Laverty, Special Projects Manager

FINAL REPORT

The Special Projects manager developed all aspects of the schedule of events including celebrity chefs, cooking demonstrations, food and wine seminars, guest speakers, wine events, children and family events, a greatly expanded Marketplace, food functions, wine auction and the Sunday Culinary Competition and Grand Tasting. Operations and logistics planning were jointly developed with the AFW team and the Northstar team.

The manager also contracted and confirmed cash and in-kind sponsorships, co-op marketing and cross promotions with all partners. The following major sponsors were contracted: Northstar-at-Tahoe, Sunset Magazine, Northstar Foundation, The Ritz-Carlton Club, Lake Tahoe, Audi of North America, KitchenAid Appliances, Montreux Golf and Country Club, Standards of Excellence Appliance Showrooms and Decorative Plumbing, Tahoe Quarterly Magazine, Sierra Nevada Media Group, Charbay Winery & Distillery, Nothing to It Culinary Center and the Culinary Institute of America, Greystone, Napa, Ca.

Cooperative marketing programs and promotions were implemented in addition to the AFW marketing efforts. Promotions were done by: Northstar, Sunset Magazine, The Ritz-Carlton Club, Tahoe Quarterly, Charbay, Nothing to It Culinary Center, and Montreux Golf & Country Club. Promotions included direct mail of AFW collateral to individual databases, stand alone email blasts to client lists, hotlinks from websites to AFW site, inclusion in reader service cards (Sunset), ad trades, AFW listings in catalogs and sales collateral. Additionally, each participating winery, vendor and sponsor was contacted by the special projects manager requesting a mention on their website with a hotlink to the AFW site, which had reciprocal links. This proved to be very successful.

The Special Projects Manager developed, wrote and populated the copy for the event website: www.tahoefoodandwine.com, www.gotahoenorth.com/foodandwine as well as the direct mail collateral and event program.

Key changes were implemented in the ticketing aspect of the event this year. The Grape Stomp was moved to Friday and to the Village at Northstar and the ticket price was lowered significantly to \$25.00 from the \$50.00 price point when the event was staged at Gar Woods. Over 100 guests attended the luncheon and enjoyed free live entertainment. Fourteen teams joined in the actual grape stomp.

The Saturday event has been ticketed in the past. This year the event was free and open to the public. Free activities included celebrity chef cooking and grilling demonstrations, hands on pizza grilling, marketplace and vendor fair, kids flower pot painting and cupcake decorating, face painting and balloon sculpture.

We were fortunate to book celebrity chefs with a national press following: Stephanie Izard, winner of the 2008 Bravo TV Top Chef ® Competition, Chef Joseph Keller of the Keller Restaurant fame, local chef Douglas Dale (Wolfdale's, Tahoe City), Laura Werlin, noted cheese authority and award winning cookbook author; the ever popular Lara Ritchie, Nothing to it Culinary Center, Reno, and event consultant and annual presenting chef Lars Kronmark, Chef-Instructor, Culinary Institute of America, Greystone Campus, Napa.

All events which were wine or spirits related, were ticketed due to ABC laws. Included were the Marketplace wine tasting (which sold approximately 600 tickets) International Wine & Cheese Pairing, Joseph Keller Celebrity Chef luncheon at Wild Goose Restaurant, Wines of Burgundy, Pinot Noir Vertical Tasting, Blazing Pans Mountain Chef Cook Off™ and the Charbay Annual Release Party. Evening events featured winery dinners and special tasting events at many North Lake Tahoe restaurants.

The Marketplace and Vendor Fair was greatly expanded this year. Due to overflow in the number of vendors, we expanded the marketplace to include the central plaza at the Village, and Gondola Way as well. The majority of the retailers at Northstar participated in the event both days.

The Sunday Culinary Competition and Grand Tasting format remained basically the same. There were 27 restaurants and over 45 wineries participating. The Grand Tasting booths were also interspersed within the Marketplace footprint in the central plaza and on Gondola Way. All total, there were 74 restaurants, wineries and vendors participating for the weekend.

There were over 2,000 guests in attendance over the weekend, a record for the event. Room night tracking results as well as revenue and pr roi will follow in a separate report.

23rd Autumn Food and Wine Festival
September 5-7, 2008
Northstar-at-Tahoe

Final Report

Festival Changes in 2008

- The date was changed to the weekend after Labor Day in order to not be on the same weekend as the Squaw Valley Art Bark Festival, Reno Air Race, Truckee Renaissance Faire, and Truckee Wine Walk & Shop. Due to the fact that the venue is outdoors, weather is a major consideration in choosing a date.
- The Grape Stomp and Winery luncheon was moved from Gar Woods to the venue and held on Friday instead of Thursday. We dropped the ticket price from \$50.00 to \$25.00 per person for lunch. Live entertainment was added this year.
- Saturday's events were changed from all ticketed events to a free event open to the public with ticketed events for the marketplace wine tasting, wine and spirits related seminars. Most cooking demonstrations, the marketplace vendor fair, hands on cooking and children's activities were free.
- Marketplace and vendor fair was greatly expanded and extended from the central plaza to Gondola Way. The majority of Northstar retailers participated in the vendor fair.
- Live music was featured on the central stage, strolling entertainers and musicians throughout the venue added to the festival ambience.
- The Celebrity Chef Luncheon featuring Chef Joseph Keller and Storybook Vineyards was moved to Wild Goose Restaurant.
- We had a very strong line up of celebrity chefs and seminar leaders in attendance. Leading the line up was Bravo TV's 2008 Top Chef Winner, Stephanie Izard, Chef Joseph Keller, renowned cheese expert Laura Werlin, Sushi Master Taro Arai, Chef Lars Kronmark of the CIA, Douglas Dale of Wolfdales and Lara Ritchie of the Nothing To It Culinary Center in Reno.
- The Northstar site fee increased from \$5,000 to \$15,000.
- In an effort to increase the visibility of the cooking demos to the audience we installed 60" plasma screen monitors with live video feeds in lieu of using the static mirrors over the demo kitchens. This resulted in an additional expenditure of \$4,100.00.

ATTENDANCE

Friday

Grape Stomp Participants	48
Grape Stomp Lunch Participants	100
Total Tracked Attendance	148

Saturday

Market Place Wine Tasting	600
Classes	329
Comps	121
Total Tracked Attendance	1,050

Sunday

Retail Grand Tasting	374
Restaurant Staff	108
Winery Staff	90
Marketplace Vendors	60
VIP's, Presenters, Event Staff	80
Sponsorship Trade	148
Total Tracked Attendance	860

Event Total Tracked Attendance for 3 days: 2,058 (56% increase)

Results

PR ROI \$ 115,000**

Total Web Impressions	54,790
Total Print Impressions	2,925,942
Total Internet Impressions	2,694,875
Total Radio Impressions	200,000
Total Impressions	5,875,607

COMBINED ONLINE TICKET SALES ZIP CODE SURVEY

59	MD, FL, IL, TX, WY UT, AZ NJ, Las Vegas
99	Northern Nevada including Reno
16	LAX, San Diego, SoCal
24	Tahoe Local
106	SF Bay Area, Napa, Marin, East Bay
70	Sac, Placer County

Out of town	251	68%
Local	123	32%
Total	374	

**Estimate, pending final report

REVENUES

Cash Sponsorship	\$ 29,900	Up 40% over Prior Year
Ticket Revenues	\$ 44,470	Up 10% over Prior Year
Auction/Raffle	\$ 11,784	Down 21% over Prior Year
Total Revenues	\$ 86,154	Up 12% over Prior Year

EXPENSES

Total Event Expenses	\$ 88,264	Up 24% over Prior Year
Net Profit/Loss	(\$ 2,110)	



North Lake Tahoe Resort Association
November 25, 2008

BACKGROUND

The NLTRA Marketing Committee is made up of board members, 6 appointed Lay (community) members and a Placer County CEO representative.

SITUATION

The December Marketing Committee meeting will be the last meeting for the current Lay members. Current appointed lay members include Julie Maurer, Les Pedersen, Christine Horvath, Sue Hyde, Ron Parson and Lolly Kupec. Board members serving on the committee include Dan Tester, Debbie Casey, and Deb Darby. Placer County representative is Jennifer Merchant.

RECOMMENDATION

Individuals interested for consideration for the 2009 Lay member committee seats will need to submit a letter of interest and qualifications to the North Lake Tahoe Resort Association. Selection of lay members is based on their relevant marketing experience, geographic area and industry representation. The deadline for submittal is Monday, December 29, 2008. The new slate of Lay members will be reviewed and approved by the NLTRA Board of Directors at its January 7th meeting and the selected candidates will take their committee seat at the January 27th meeting.

IMPORTANT DATES

November 5th, 2008 – Announcement at NLTRA Board meeting on process

November 28th, 2008 – Application period begins

December 29, 2008 – Application period ends

January 7th, 2009 – NLTRA Board of Director Appoint Lay Member and Board assignments.

January 27th, 2009 – First meeting for new slate of committee members