



# Marketing Committee Agenda and Meeting Notice

Tuesday, October 24<sup>th</sup>, 2017 - 2:00 pm  
Tahoe City PUD

## NLTRA Mission

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

## Tourism Mission

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

## Marketing Committee

### NLTRA Board

**Brett Williams, Chair**  
Agate Bay Realty

### Committee Members

**Eric Brandt**  
Destination Media Solutions

**Terra Calegari**  
Resort at Squaw Creek

**Carlyne Fajkos**  
Northstar California

**Gregg Gibboney**  
Notched

**Christine Horvath**  
Squaw Valley/Alpine Meadows

**Todd Jackson**  
Big Blue Adventure

**Judith Kline**  
Tahoe Luxury Properties

**Becky Moore**  
Squaw Valley Lodge

**Marguerite Sprague**  
Tahoe Public Arts

**Placer County**  
Erin Casey

### NLTRA Staff

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

Items May Not Be Heard In the Order They Are Listed

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

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

- A. Call to Order – Establish Quorum
- B. Public Forum: Any person wishing to address the Marketing Committee on items of interest to the Committee not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Committee on items addressed under Public Forum. (2 - 10 min)
- C. Agenda Amendments and Approval (2 min)
- D. Approval of Marketing Meeting Minutes – (2 min) **Page 1-5**
  - September 26, 2017
- E. Event Sponsorship Budget – Multi Year/Future Fiscal Commitments Policy – Amber **Page 6-8**
- F. **Event Contracts – 2018 Spartan World Championships – Amber**
  - 1. Contract Summary **Page 9-11**
  - 2. Contract (2018) **Page 12-25**
  - 3. Recap Results **Page 26-50**

## Presentations & Discussions

- G. Winter FY 2016/17 Los Angeles Results – Andy Chapman **Page 51-90**
- H. Discussion and input on 3 year Marketing Strategic Direction – Andy Chapman **Page 91-105**
- I. Review of 2018 Marketing Committee appointment process – Andy Chapman **Page 106**
- J. Departmental Verbal Report – June (30 min)
  - Conference Sales – J. Neary
  - Leisure Sales – S. Winters
  - Events & Communications – A. Burke
  - Website Content – S. Fallon
  - Public Relations – The Abbi Agency

- Advertising – Augustine Agency

K. Standing Reports (posted on [www.NLTRA.org](http://www.NLTRA.org))

- Destimetrics Report
- RTIA June Passenger and Cargo Report
- Conference Activity Report
- September Lodging Referral Report

L. Committee Member Comments

M. Adjournment

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This meeting is wheelchair accessible

Posted and Emailed (10/20/2017 5:00pm)





# north lake tahoe

Chamber | CVB | Resort Association

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

## MARKETING COMMITTEE MEETING MINUTES Tahoe City Public Utility District Board Room Tuesday, September 26, 2017 – 2 pm

### PRELIMINARY MINUTES

**COMMITTEE MEMBERS IN ATTENDANCE:** Erin Casey, Judith Kline, Christine Horvath, Brett Williams, Becky Moore, Eric Brandt, Terra Calegari (2:10 pm)

**RESORT ASSOCIATION STAFF:** Cindy Gustafson, Jason Neary, Sarah Winters, Amber Burke

**OTHERS IN ATTENDANCE:** Andy Chapman, Liz Bowling, Allegra Demerjian, Alexis Kahn, Lindsay Moore, Bart Peterson, Shelley Fallon, Greg Fine, Walt McRoberts (called-in)

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

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

The Marketing Committee meeting was called to order at 2:04 pm and a quorum was established.

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

No public forum.

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

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

##### **4.0 APPROVAL OF MARKETING MEETING MINUTES FROM JULY 24<sup>TH</sup>, 2017/**

**M/S/C (Brandt/Casey) (6/0) to approve the meeting minutes from July 24<sup>th</sup>, 2017.**

##### **5.0 PR/SOCIAL UPDATES – ABBI AGENCY**

Allegra shared her Q3 highlights (July – September):

###### Public Relations

July: Second best month (to January) of PR placement by ad value - \$900,000 ad value

FAM Hosting: Jay Gentile of Chicago Tribune + Lonely Planet (Sept)

Event Outreach: Hugué wins for Wanderlust, Autumn Food & Wine Festival, and Spartan Race Preparation

###### Social Media & Content

August 2017 saw the most Facebook engagement, impressions and shares in over a year. September 2017 Instagram milestones: reached over 50,000 followers

###### Notable Pitches

Wellness & Summer Events, Solar Eclipse, End of Summer; Fall Secret Season, Events: Autumn Food & Wine Festival, Wanderlust, Spartan Race

Notable Placements: Huffington Post, Paste, Mountain Living, 7x7, NBC Bay Area

###### August Facebook Live

Thunderbird Lodge, Reach: 24.9K, Views: 11.9 K, Engagement: 996

September Snow Announcement: 1.4M organic reach and 29.9K paid reach, 658K Video views, 20K+ Reactions, 6.4K shares, Contributed to 1.9K organic new page likes

Tahoe Luminaries Campaign: Jenni Charles & Dead Winter Carpenters, Douglas Dale & Wolfdale's, Bill Watson & Thunderbird Lodge, Adrian Ballinger & Emily Harrington. Performance: Total Video Views: 148,915, Social Campaign Reach: 345, 089, Social Engagement: 5,448 and Top Performing video: Bill Watson.

Oct – Dec 2017 Plans & Themes:

Themes:

Fall – Secret Season, Activities, Ale Trail  
Human Powered Sports, Snow Season Lead-in, Luxury Winter Experiences, Holiday Season Travel,  
#TahoeSnowTracker, Winter, What's New.

Plans:

Local Luminaries: \$5 and #6  
Thankful for Tahoe UGC and Content Features  
#TahoeSnowTracker and Snow Social/PR Coverage  
Partner Feature Opportunities: E-mail and Form

No committee member comments or questions.

## 6.0 CONSUMER MARKETING UPDATES – AUGUSTINE AGENCY

Alexis shared her Summer Campaign recap.

Executive Summary:

- Overall, the summer campaign served a total of 14 million impressions, resulting in 17.7K website sessions and 6.5K book now conversions. This equated to a \$15 cost per conversion and \$4 cost per website visit.
- Email and paid search ads, while driving less conversions, drove the highest quality web traffic.
- Compared to the Spring campaign, click-through rates and cost per book now conversion figures both improved.
- The Summer Campaign was effective at driving both website traffic and in turn book now conversions at a low cost.
- Web Performance: Visitors to GoTahoeNorth's website spent on average 48 seconds on the site and viewed 1.78 pages per session. Performance peaked in the middle of June and again late July, where traffic to the Things To Do and Events pages were above average.
- Display Performance: TripAdvisor and Retargeting placements continued to be effective strategies, driving cost per bookings under \$20. Prospecting ads outperformed the industry average CTR by 70%.
- Social Performance: Ads retargeted toward families featured the highest CTRs while ads targeted toward outdoor enthusiasts and workaholics featured higher engagement rates. Notably, younger travelers showed a higher propensity to click the book now button after clicking on an ad.
- YouTube Performance: YouTube ads accounted for 250K impressions and 88K views during the Summer Campaign, for an average view rate of 35%.

Comments:

- Brett questioned the Augustine Agency regarding Cost Per Click in the Northern California market (summer) as that is where our partners/constituents are visible too. Walt stated steps have been taken so he is not going after the same key words as constituents are using.
- Brett also suggested that the Email Blast going out be shared with the committee members. (Paid and consumer).

Winter Preview:

- Geographic Targets: Los Angeles, New York, Austin.
- Target Personas #1: Workaholics. Age 25-49, Higher Education, Dual income/no kids.
- Target Personas #2: Experiential Families. Age 35-54. Higher household income, seeking new experiences with the whole family.
- Target Personas #3: Outdoor Enthusiasts. Ave 18-34, Focused on health, Risk takers looking for new adventure

- Year round media spend will continue this winter, including SEM, retargeting display and video, and social media retargeting. The winter campaign will also include a mix of: Native advertising, Programmatic Display, Video, Rich Media, Social Media Conquesting.
- Given the success of last year's targeted spend in Los Angeles, additional media opportunities in that market include: Digital billboards, Sunset Magazine ad targeting Southern California, Experiential Campaign.

Comments:

- Brett stated that the destination has been helped with a couple of fairly new flights into Reno, one by JetBlue and one by Alaska Air from the Southern California. Will there be partnership opportunities with the carriers or ways to highlight this? Andy shared Alaska Airlines has shown willingness to work with RASC organization. Alexis stated this is also something that can be pushed out through their social media targeted to Southern California.

Experiential Campaign:

- Initiative: Promote North Lake Tahoe as a premier winter ski destination with a fun and eye-catching experiential activation. Timing: January 2018. Market: Los Angeles.
- Snow Fabricated Vehicles
- Themed Brand Ambassadors: Brand Ambassadors, dressed in theme, will be a fun way for North Lake Tahoe and any potential sponsors to engage with targeted consumers. Ambassadors will be fully trained on all brand talking points to remind people to visit North Lake Tahoe during ski season. Facebook live can be a great addition to the campaign.
- Sponsored Opportunities: Sponsors allow for program expenses to be split between multiple entities by providing sponsors with key branding space on various program elements. Possible sponsors include ski resorts, hotels and other local establishments.
- Estimated Cost: One vehicle over two non-consecutive weekends: \$52,800 or two vehicles over one weekend: \$57,350.

Comments:

- Andy shared there is a lot of further discussion that will need to take place regarding one vehicle versus two, timing and what local events could be tied in with this.
- There were some discussion on the ambassadors. Some committee member recommended that Augustine works with well-known Tahoe athletes that know our destination. They need to be true ambassadors and be authentic.
- What are the ambassadors handing out? Alexis said it could be a branded giveaways like an ice scraper or a hotel nights?
- It was recommended that we use a unique URL and or hashtag.
- Maybe look at a contest instead of a handout? (text to win)
- Look at ski shops in West LA or other areas to partner with.

Website Optimization:

- Increasing search engine ranking for GoTahoeNorth.com requires updated to both the code of the site and the content on the site and off-site link building (site speed, meta tags, H1/H2 tags, Image details, Keywords and keyword density, link details)
- Mobile Experience (Heat Map for Current Mobile Homepage)
- Mobile Experience: Simplified the vent blocks by removing the description but leaving important details. (Photo, Event title, date)
- Removed "More Events" link from every post and added a "See All Events" button at the end of section.

## 7.0 EVENTS AND COMMUNICATIONS – AMBER BURKE

Amber shared the Business Association & Chamber Collaborative Committee September meeting recap. The BACC would like to hold a professional facilitated strategic planning meeting for the committee in January or February. She shared moving forward there is a need to redefine BACC's mission, and to look at the four campaigns from a 30,000- foot view and decided on a strategy. She would like to include a few members from the Board and the Marketing Committee to make sure the BACC is aligned.

Comments:

- Time to look at each of the campaigns outcomes, how they fit with the budget and how they fit within the position in the market.
- Andy shared this committee changed from the Chamber Committee to the Business Association & Chamber Collaborative about 4-5 years ago. He shared the group wished for more autonomy outside of the NLTRA structure. It's a good time to look at the structure of the BACC committee as it currently becoming more staff focused.
- Erin shared that even though the committee may like to operate more independently it is still an entity of the NLTRA its efforts should be tied to the NLTRA strategic plan and the Marketing plan. These are two items being discussed soon so this conversation should be tied in to that strategic planning meeting.

Amber updated the committee on the Special Event Partnership Funding should be ready in about a month or so. There is a few items being ironed out by the accounting department and Finance committee regarding roll-over funding.

Amber shared some information that was discussed at the Board of Directors meeting last month regarding Event Producers asking for Sponsorship being present at the Marketing Committee meetings. Amber shared this could be tied in to a site visit or after the event (recap of the event). If they cannot attend they would be required to be available via phone.

It was recommended that the Event Producer come one month prior to when the contract is being presented.

## 8.0 EVENT CONTRACTS – AMBER

1. **Winter Wondergrass** – This is a 1 year contract for April 6-8, 2018 in Squaw Valley with a proposed \$15,000 cash sponsorship. In addition to that Amber has allocated \$4000 from the event specific contract with the Abbi Agency. Amber shared some of the results from last year contract and the event did sell out the Thursday prior. The attendance for last year's event was 16,000.

**M/S/C (Brandt/Calegari) (7/0) to approve the \$15,000 Winter WonderGrass contract.**

**Action to Amber: Send out this survey result to the committee members.**

2. **Tough Mudder** – This is a 1 year contract for June, 9-10, 2018 in Northstar. Last year's event was canceled due to too much snow. The proposed cash sponsorship is \$40,000. Amber did a recap of the 2016 event and it shows good attendance with an average night stay of 2.8.

**M/S/C (Moore/Kline) (7/0) to approve the \$40,000 Tough Mudder contract.**

3. **North Lake Tahoe Summit Classic Lacrosse Tournament** – This is a 1 year contract for June 15-17, 2018 with a proposed cash sponsorship of \$5,000. The attendance this year was 4,747 with a 100% of the participants being out of town. Registration for this will open Oct 5, 2017 for next year.

**M/S/C (Brandt/Moore) (7/0) to approve the \$5,000 North Lake Tahoe Summit Classic Lacrosse contract.**

Comments:

- Send out a survey to the participants.

## 9.0 FY 2017/18 CONFERENCE SALES IN-YEAR STRATEGY UPDATE – JASON NEARY

Jason stated that Fiscal Year 2017/18 revenue is pacing significantly behind the record years the CVB saw in FY 2016/17. While the numbers are pacing toward a 5 year average, the drop off from prior year was concerning. This is a trend that the team saw coming about 18 months out and have taken steps to address it. The following are some of the steps intended to generate more leads and short term bookings:

- Increased support and accountability for the CVB's Chicago representative. The CVB increased the funding for this position, established increased goals and expanded the number of shows, sales calls and in-market events she need to produce.
- Hiring a new conference sales person. This position is dedicated roughly 30% to conference sales in addition to supporting leisure sales and IVCBVB. (Incline Village Crystal Bay Visitors Bureau)
- Entered into a strategic partnership with HelmsBriscoe and HPN.
- Allocated funds and aggressively pursuing major industry events that could bring a large number of meeting planners to North Lake Tahoe. (Connect California, CalSAE Elevate, Mountain Travel Symposium).
- Allocated additional resources in the California market that generates short term business and converts at a higher rate than other markets.
- Focused on creating in-market events in key markets versus attending some of the major national trade shows.

Some of these efforts are already generating results as the leads generated in the FY 2016/17 increased 25.7% over FY 2015/16. If conversion rates continues at a similar pace the organization is anticipating generating a similar revenue based on a 5 year average.

Comments:

- Terra from the Resort at Squaw Creek shared they are seeing a shorter booking cycle, and tech business has become as much of a producer as the association business.

#### **10.0 CMO/TD RECRUITMENT PROCESS – WILLIAMS/CHAPMAN**

Brett updated the committee on the recruitment process for the CMO/TD. Andy and Brett shared that the interview process is still taking place. It will be narrowed down to a second round, in-person interviews. The position start date may not be before the beginning of 2018.

#### **11.0 DEPARTMENTAL REPORTS – AUGUST**

- **Conference Sales – Jason Neary**
- **Leisure Sales – Sarah Winters**
- **Events & Communications – Amber Burke**
- **Website Content – Shelley Fallon**

Shelley shared the website is running well but she is concerned that the event section and the deal section is lacking events. How do we get our partners, event producers to enter their events? Is the e-mail reaching the correct people? Amber shared she is working on an Event Producer distribution list and she will reach out to make sure we have the correct people on the list.

- **Public Relations – The Abbi Agency**
- **Advertising – Augustine Agency**

#### **12.0 STANDING REPORTS**

- **Destimetrics August Report**
- **RTIA Passenger and Cargo Report**
- **August Conference Activity Report**
- **August Lodging Referral Report**

#### **13.0 COMMITTEE MEMBER COMMENTS**

Erin shared that DeDe Cordell has accepted a new job and will no longer participate on the Marketing Committee.

#### **14.0 ADJOURNMENT**

- The Marketing Committee adjourned at 4.35 pm.

Submitted By:

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

## Event Sponsorship Budget – Multi-Year/Future Fiscal Commitments Policy

### Purpose

I would like to ask for direction on a policy to proceed forward with event sponsorship contracts that take place outside the current agreed upon budget. In the short-term, the 18.19 fiscal year, but also an overall policy on multi-year event contracts.

### 18.19 Fiscal Year

There are a few sponsorships that fall in the 18.19 fiscal year that I'd like to discuss and hopefully commit to as soon as possible.

#### 2018 Spartan World Championships

**17.18 FY Budget: \$254,000 (\$250k Sponsorship, \$4k TAA)**

**Location: Squaw Valley**

**Dates: September 29 & 30, 2018**

- Our 2017 contract states:  
*This sponsorship agreement shall remain in effect through the 2017 Event until December 31, 2017 (the "Term"), with a first right of refusal to extend the sponsorship annually in 2018, 2019, and 2020. The NLTRA agrees in good faith to entertain sponsorship proposals from Spartan within 30 days of completion of the 2017 event. First right of acceptance/refusal to be exercised by Spartan/NLTRA and accepted within 30 days following such exercise. Should the NLTRA and Spartan agree to any renewal, the parties shall enter into a new Sponsorship Agreement on substantially similar terms as this Agreement that are no less favorable to Spartan or NLTRA as those provided herein, provided that the parties may reallocate or repurpose the benefits to allow for increased Spartan and/or NLTRA exposure.*
- Spartan would like to announce the 2018 schedule of events by November 5, 2017. They are also holding off on entering into an agreement with Squaw Valley until we give them at a minimum, a verbal agreement.

#### Wanderlust Squaw Valley

**Committed Funding: \$30,000 Sponsorship**

**Location: Squaw Valley**

**Dates: July 19 – 22, 2018**

- We are currently in a 3-year contract with Wanderlust Squaw Valley which covers 2017 through 2019. We need to make sure to have \$30,000 allocated in the 17.18 and 18.19 fiscal budgets to fulfill this agreement.

#### Lake Tahoe Autumn Food & Wine Festival

**Committed Funding: \$30,000+**

**Location: Northstar California**

**Dates: September 7 – 9, 2018**

- Our current 3-year contract (2017 – 2019) states:  
*Either party may terminate this Agreement for any reason upon 30 days written notice; provided, that this Agreement may not be terminated for convenience after January 1 of each year.*
- Economic Impact:

Attendance:	2,000+ (1,348 ticketed)
Out of Town Participants:	1,340
Average Night Stay:	3.1
Average Economic Impact:	\$316,815
ROI:	11:1

#### No Barriers Summit

**16.17 FY Budget: \$8,000 (would like to add \$4k for TAA services - \$12k total)**

**Location: The Resort at Squaw Creek**

**Dates: June 12 – 16, 2019**

- The No Barriers Summit was originally brought to the region by Greg Howey from the NLTRA in partnership with The Resort at Squaw Creek. They held their first event in the region in 2017 and it was a success. They exceed their lodging block of 933 with 997 rooms.
- Lodging Impact:
 

Rooms Booked:	997 (Resort at Squaw Creek & Squaw Valley Lodge)
Average Daily Rate:	\$178.55
Lodging Revenue:	\$178,014
ROI:	22:1
- Economic Impact:
 

Attendance:	825 (registered attendees)
Out of Town Participants:	660 (estimate, based on 80% from out of town)
Average Night Stay:	3 (estimate, based on Summit dates)
Average Economic Impact:	\$291,456
ROI:	36: 1



North Lake Tahoe Resort Association - Sponsored Events  
ROI Calculator

Event	Date	Total Attendance	Avg. Per Party	Out of Town Visitors	Lodged in Houses/Hotels/Etc.	Placer County	Visitors Contributing to TOT	Average Night Stay	Room Nights Generated	Avg. Spend/Person/Day	Average Economic Impact	Sponsorship/Grant Funding	ROI on Grant	Media Coverage/R each
<b>2016</b>														
Tahoe City Oktoberfest	10/1	2,000		76%	54%		812	2		\$230	\$373,494	\$1,500	249	R
Tough Mudder	6/9 - 6/10	11,630	4.5	78%	82%	50%	3,719	2.8		\$230	\$2,395,212	\$50,000	48	N
Copa de las Sierras	9/1 - 9/3	6,360		92%	70%		4,096	3	300	\$230	\$2,826,130	\$3,000	942	R
Spartan World Champs	10/1 - 10/2	11,104	3.4	83%	73%	50%	3,359	2.3		\$230	\$1,776,930	\$210,000	8	I
Lake Tahoe Women's Wellness Weekend	November	75					39	1	39	\$230	\$8,970	\$4,000	2	R
<b>2017</b>														
WinterWonderGrass Tahoe	3/31 - 4/2	4,608	4.6	82%	54%	75%	1,530	3.1	990	\$230	\$1,091,116	\$15,000	73	N
Squaw Valley Half & 8 Miler (BBA)	6/11	400		48%	31%	50%	62	1.7		\$230	\$24,242	\$10,500	2	R
North Lake Tahoe Summit Classic	6/14 - 6/16	4,747	3.0	100%	70%	50%	1,661	2.5		\$230	\$955,334	\$5,000	191	N
Tahoe City Wine Walk	6/17	780		18%	70%	50%	49	1		\$230	\$11,302	\$2,000	6	R
Squaw Mountain Run	7/29				31%	50%		2.2		\$230		\$2,500		
Lake Tahoe Autumn Food & Wine Festival	9/8 - 9/10	2,000	3.6	67%	47%	70%	444	3.1		\$230	\$316,815	\$30,000	11	R
Spartan World Champs - Participants	9/30 - 10/1	10,656	3.4	81%	73%	71%	4,505	2.2		\$230	\$2,279,711	\$250,000	9	I
Spartan World Champs - Participants/Staff	9/30 - 10/1										\$2,740,227	\$250,000	11	I
No Barriers		825	1.0	80%	80%	80%	422	3	997	\$230	\$291,456	\$8,000	36	I

Estimates

- Formulas**
- Visitors Contributing to TOT = (((Total Attendance \* OOT Visitors) \* Lodged in Hotels) \* Placer County)
  - Average Economic Impact = (Visitors Contributing to TOT \* Average Night Stay) \* Avg. Spend
  - ROI = Avg Economic Impact/Sponsorship Funds

**Media Coverage Key**

- (I) International
- (N) National
- (R) Regional
- (L) Local



# 2018 Spartan World Championships

## Contract Summary

### Duration & Timing

- 1-Year Contract (September 2018 Event)
- Event Date: September 29 & 30, 2018
- Location: Squaw Valley

### Cash Sponsorship

- \$250,000 (Payment – 100% July 2018)
- \$14,000 EMT Services Payment (October 2018)
  - 50% of annual NLTRA event sponsorship budget (at current level of \$524,000)

### Additional Sponsorship

- \$4,000 Event specific contract with The Abbi Agency

### Key Sponsorship Terms

- NLTRA to receive
  - Designation as host of the “Spartan Race World Championship”
    - Email marketing to entire Spartan database, social media posts, website and collateral
  - Online/Social Media Promotion
    - Inclusion in event course map, social media promotion (at least):
      - 5 destination specific posts
      - 10 likes
      - 10 shares
      - 10 re-tweets
      - 10 reposts
    - At least one (1) event-related email blast
  - TV Promotion – NBC/NBC Sports
    - One (1) 15-second spot during original broadcast (Christmas Day 2018)
    - Two (2) 15-second spots during event broadcast
    - One (1) 30-second organic segment highlighting destination during event broadcast
  - Live Stream Promotion
    - Pre-Show “brought to you by”
    - Race Clock logo/destination integration
  - On-Site Promotion
    - Inclusion in step and repeat media wall
    - 20’x20’ booth space
    - Four (4) to eight (8) barrier jackets onsite
  - Thirty (30) race entries

### Additional Information

- Our 2017 contract states:

*This sponsorship agreement shall remain in effect through the 2017 Event until December 31, 2017 (the “Term”), with a first right of refusal to extend the sponsorship annually in 2018, 2019, and 2020. The NLTRA agrees in good faith to entertain sponsorship proposals from Spartan within 30 days of completion of the 2017 event. First right of acceptance/refusal to be exercised by Spartan/NLTRA and accepted within 30 days following such exercise. Should the NLTRA and Spartan agree to any renewal, the parties shall enter into a new Sponsorship Agreement on substantially similar terms as this Agreement that are no less favorable to Spartan or NLTRA as those provided herein, provided that the parties may reallocate or repurpose the benefits to allow for increased Spartan and/or NLTRA exposure.*

- Spartan would like to announce the 2018 schedule of events, which includes the World Championship location no later than November 1, 2017. They are also holding off on entering into an agreement with Squaw Valley until we give them at a minimum, a verbal agreement.

### 2017 Event Recap

*Squaw Valley, September 30 & October 1, 2017*

*Funded: \$250,000*

#### Participant ROI

Attendance: 10,656 racers (does not include staff, VIP, media, etc.)  
 Out of Town Participants: 8,625 (racers that came from 200+ miles away)  
 Average Night Stay: 2.2

Average Economic Impact: \$2,279,711  
 ROI: 9:1

#### Spartan Organization Economic Impact

Staff/VIP Lodging: \$232,516  
 Staff/VIP Hospitality/Meals: \$72,000  
 Hired Services: \$9,000  
 Rentals: \$114,000  
 Build Supplies: \$33,000  
**TOTAL Organizational Spend: \$460,516**

#### Results

- Over 1.5M views tuned into the Live Stream
- Earned Media Metrics: 100 total placements, 6.8M media impressions, 3.5M social impressions
- Organic Social: 4,373 avg. social engagement/post, 89,287 avg. social reach/post, 7,875 avg. social video views/post
  - Shared NLT posts/blogs/luminaries videos throughout months leading up to event
- Racers by Location/Zip Code
  - California: 7,524
    - Bay Area: 4,653
    - Southern California: 1,710
  - Texas: 173
    - Dallas: 62
    - San Antonio/Austin: 55
    - Houston: 40
  - Washington: 155
  - Oregon: 89
  - Tristate Region (NYC): 148
  - Atlanta: 21
- Survey Results:
  - 68% said they'd do this Spartan Race again
  - 54% said they were extremely likely to return to North Lake Tahoe
  - 31% said they were likely to return to North Lake Tahoe

#### Growth Prospects

- The event will always be limited by course capacity
- Room for growth on Sunday of event weekend
  - Considering a Sprint distance
- Spartan is focusing on expanding their international markets which would feed into the World Championship event
  - 2017 International team component went well and they hope to expand on this

## Spartan Comments

- Would like to know NLTRA's level of interest on a multi-year agreement through 2020. Since the World Championships is the culmination of the series, they use it to set schedules for other races. They also need to know the WC location at the start of each season to begin promotion.
- If NLTRA is not interested in continuing with the World Championships, a North American Championships is an option.
  - Timing would be similar (late September)
  - Looking for a \$200,000 sponsorship
  - Would have similar racer numbers
  - Less media coverage
  - Smaller VIP experience

**Agreement for Sponsorship and Advertising  
Spartan Race 2018 World Championship**

This Agreement for Sponsorship and Advertising ("Agreement") is dated this 2nd Day of November, 2017 ("Effective Date"), and is by and between **Spartan Race, Inc.**, a Delaware corporation with a principal business address of 234 Congress street, 5<sup>th</sup> Fl., Boston, MA 02110 ("Spartan") and **North Lake Tahoe Resort Association (NLTRA)** with a principal business address of 100 North Lake Blvd, Tahoe City, CA 96145 ("NLTRA"). (Spartan and NLTRA are each a "Party" and together, the "Parties").

Spartan organizes an annual series ("Season") of timed obstacle course races for adults known as the "Sprint", "Super" or "Beast" (each a "Race"), each featuring a variety of exhibitions, displays and related marketing and promotional elements. A "Season" shall commence with the first Race of a calendar year and conclude on the last Race of that calendar year. Through this Agreement, the Parties desire to establish a sponsorship and advertising relationship in connection with the Race hosted at **1960 Squaw Valley Rd, Olympic Valley, CA 96146 on September 29 & 30, 2018** which shall be advertised as the **Spartan World Championship**. The Parties also agree to the terms and conditions contained herein in connection with the 2019 Race of the same nature and of similar dates and location (each, an "Event"). Furthermore, Spartan is in partnership with the National Broadcasting Company and its affiliated networks ("NBC") in connection with exhibiting the Race (each such exhibition, a "Program").

The Parties therefore agree as follows:

1. **Term.** The term of this Agreement shall begin on the Effective Date and expire on December 31, 2019, unless terminated earlier as provided herein (the "Term").
2. **Right of First Refusal.** Spartan hereby grants to NLTRA an exclusive right of first refusal regarding sponsorship of the 2019 Event:
  - a. Within thirty (30) days of completion of the 2018 Event, NLTRA shall, in good faith, entertain sponsorship proposals from Spartan. Should NLTRA and Spartan agree to any such renewal of the sponsorship relationship, such renewal proposal shall be accepted by NLTRA within forty (40) days following completion of the Event. Should NLTRA and Spartan agree to any renewal, the parties shall enter into a new sponsorship agreement with terms substantially similar to this Agreement, and with terms that are no less favorable to Spartan or NLTRA as those provided herein, provided that the parties may reallocate or repurpose the benefits to allow for increased Spartan and/or NLTRA exposure.
  - b. The parties hereby agree:
    - i. that Spartan has the right, but not the obligation, to host the 2019 World Championship Event in North Lake Tahoe, CA;
    - ii. to act in good faith with respect to the application of the foregoing right of first refusal; and
    - iii. that they will not engage in any activity designed to circumvent or otherwise frustrate the purpose of this Section.

2. **Sponsorship Benefits.**

a. Commencing at the beginning of the Term, and subject to the performance of NLTRA’s obligations under this Agreement, Spartan is to provide (or cause to be provided, as the case may be) the sponsorship and promotional benefits described in “Exhibit A” attached hereto for each Event (collectively, the “Sponsorship Benefits”).

b. Each Sponsor shall be solely responsible for all production costs, clearances, and licenses related to any commercial units provided hereunder. Furthermore, all activation costs and other expenses related to any exhibition of a Sponsor’s products and services at the Event shall be the sole responsibility of that Sponsor, including the cost of tents, signage, personnel to set up staff-designated activation areas, flyers, transportation costs and product costs (for samples or otherwise).

c. The form, content, and presentation of all Sponsorship Benefits (including, without limitation, advertising creative or any material to be designed, constructed, distributed, exhibited, or otherwise published or displayed) is subject to the prior written approval of Spartan, the standard terms and conditions of the platforms on which they are exhibited, the rules and regulations of any relevant governing body or regulatory agency having jurisdiction over the activities or sporting events referenced in this Agreement, Spartan’s brand standards and guidelines, and all laws and governmental rules and regulations of any nature as they presently exist or as they will exist in the future, including any modifications or amendments. Approval of the form, content, and presentation of the Sponsorship Benefits will be rendered by Spartan no later than ten (10) days after submission by a Sponsor. Failure by Spartan to communicate disapproval within that 10-day period shall constitute approval.

d. During the Term of this Agreement, each Sponsor will provide (or cause to be provided, as the case may be) to Spartan the marketing and trade support labeled as “Co-Marketing & Trade Support” set forth in Exhibit A attached hereto for each Event.

3. **Sponsorship Fees.** The Sponsors shall pay to Spartan the following cash incentive fees (“Sponsorship Fees”), to be paid as set forth below. Sponsorship Fees will be paid to Spartan without deduction or setoff of any kind whatsoever, including, without limitation, deductions for advertising agency fees or commissions.

Total Sponsorship Fees	Payment Schedule
\$250,000	Total Sponsorship Fee to be paid within 30 days of invoice date from Spartan, or no later than August 15, 2018.
\$14,000	EMT and ambulance support up to \$14,000

4. **Unavailable Benefits.** Due to events or circumstances beyond the control of a Party, or due to the rules, regulations, or laws of any city, state, country, or other relevant governing body or regulatory agency having jurisdiction over the activities, sporting events, or media platforms referenced in this Agreement, it may be or become impossible or impractical for Spartan to provide a Sponsor with

all of the rights and benefits contemplated herein ("Unavailable Benefit"). The occurrence of an Unavailable Benefit will not be deemed a breach of this Agreement and, as a Sponsor's sole remedy, the Parties will cooperate, in good faith, to ensure that their respective rights and obligations will be fulfilled by rescheduling, substitution, alternative performance or similar means of comparable value.

**5. Intellectual Property.**

a. Each Sponsor hereby grants to Spartan a limited, non-exclusive license to use any service marks, logos, trademarks, word marks, symbols, emblems, trademark designs, indicia provided by Sponsor ("Sponsor Marks") to Spartan solely for the purpose of exercising their rights or carrying out their obligations set forth herein or any other purpose expressly approved by Sponsor. Spartan shall not acquire any proprietary or other right, title, or interest in or to the Sponsor Marks, or any goodwill associated with the Sponsor Marks, except the right to use the Sponsor Marks as provided hereunder. The Sponsor Marks shall be used only in the form, size and type prescribed and approved by Sponsor without deviation from Sponsor's style guide. Spartan's use of any trade names, logos, trademarks, service marks and other marks of Sponsor are subject to Sponsor's prior written approval. Sponsor will communicate a decision to Spartan no later than ten (10) days after Spartan's request. Failure by the Sponsor to communicate disapproval within that 10-day period shall constitute approval. Any goodwill arising out of the use thereof shall inure to the benefit of the Sponsor.

b. Spartan, in its sole discretion, may re-exhibit or authorize the re-exhibition (via any and means and forms of media distribution (now known or hereafter devised) and via any and all devices (now known or hereafter devised)) of any Sponsorship Benefits in any replay, photograph, or video footage of any sporting event or other programming or content in which such Sponsorship Benefits appear. Sponsor acknowledges and agrees that nothing in this Agreement shall preclude the appearance of the Sponsor Marks in photographs, video footage, or programs of the Races, in perpetuity, when used for any reason in any and all forms of media whether now or hereafter developed.

c. As between Spartan on the one hand and each Sponsor on the other hand, the copyrights, service marks, logos, trademarks, word marks, symbols, emblems, trademark designs, indicia, uniforms, identifications, and other intellectual property of Spartan, (collectively, the "Spartan Marks") (the Spartan Marks together with the Sponsor Marks, collectively referred to as "Marks") are the property of Spartan and nothing in this Agreement is intended to convey to Sponsor any ownership rights or, except for the limited license granted in this Section 5(c), other interest in or to the Spartan Marks, whether by implication, estoppel or otherwise, even if such Spartan Marks are included in or on items owned or produced by Sponsor. Subject to the terms and conditions set forth in this Agreement, Spartan hereby grants each Sponsor a non-exclusive, non-transferable, non-sub-licensable license to use the Spartan Marks and related designations as provided to Sponsor by Spartan solely in connection with the pre-approved Sponsorship Benefits set forth in Exhibit A or as otherwise agreed amongst the parties. Sponsor shall not display or otherwise use such Spartan Marks or related designations under any circumstances without the prior written consent of Spartan in each instance. The Spartan Marks shall be used only in the exact form, size, style and type prescribed and approved by Spartan without deviation. Sponsor shall not, nor shall Sponsor permit others to, use the Spartan Marks in combination with any other trademark, service mark, logo, prefix, suffix or other modifying words, designs, or symbols without the prior written approval of Spartan. Email notification (as it relates to Spartan,

from an officer having an Executive Vice President title or higher) shall suffice for any written consents or approvals required under this subsection. Sponsor agrees that (i) any use of the Spartan Marks shall be in accordance with the approvals provided by Spartan without change, (ii) each use of the Spartan Marks will not disparage, denigrate, tarnish or reflect adversely on the Spartan, or their businesses, officers, directors, executives, employees, events, activities, suppliers and/or products, and (iii) Sponsor shall not use, nor shall Sponsor authorize others to use, the Spartan Marks or any marks confusingly similar thereto for any unauthorized use or in any unauthorized manner. Sponsor shall not transfer, assign or sublicense any of the rights granted under this Section without Spartan's express prior written consent. Sponsor agrees not to apply for any state, federal or foreign trademark or service mark registration pertaining to or including any Spartan Marks or any confusingly similar trademarks. Unless Sponsor receives Spartan prior written approval, Sponsor shall not depict Spartan, and/or the Spartan Marks in any manner that would suggest and/or indicate endorsement of any product or services by Spartan or any of their affiliated or related entities. Sponsor warrants and represents that Sponsor will not infringe Spartan's right, title or interest in or to the Sponsor Marks or any other of their intellectual property.

d. No Sponsor shall be permitted to use Program footage or images unless Sponsor provides its prior written consent which may be withheld in its sole discretion. If such consent is granted, Sponsor shall be solely responsible for obtaining any third party licenses, consents, and/or releases that are required at any time in connection with Sponsor's use of such footage or images. Additionally, any permitted use of footage or images by Sponsor pursuant to this Agreement is subject to the standard usage and duration guidelines of NBC, and NBCSN as they currently exist or may be modified from time to time. Spartan, in its sole discretion, may require execution of a separate Footage Agreement between NBC and Sponsor, with the understanding that Sponsor will not have to pay any additional monetary consideration to NBC under such Footage Agreement. Notwithstanding the foregoing, Sponsor specifically acknowledges that (i) any use of the names, likenesses or other intellectual property of athletes, musicians, broadcast announcers or spectators which might be construed to constitute an endorsement of Sponsor's products (either express or implied) will require Sponsor to negotiate for such rights separately with each such party or their agent, and that payment for any such negotiated rights will be the sole responsibility of Sponsor, and (ii) any reuse of music incorporated into the television broadcasts of the Programs will require Sponsor to obtain clearance for the use of such music in the context and media contemplated by Sponsor and payment for such usage will be the sole responsibility of Sponsor.

**6. Territory; Local and Re-Exhibition Commercial Inventory; Athletes; Non-Compete.**

a. The Sponsorship Benefits shall be provided solely in the Territory. For purposes hereof, the "Territory" (x) as it relates to Media Benefits shall mean the United States, its possessions, and territories and (y) as it relates to any other Sponsorship Benefits shall mean the continental United States. The appearance of any signage, content, features, and other Sponsorship Benefits in any exhibition of the Programs shall be limited to the exhibition of such Programs in the Territory, and Sponsorship Benefits may be removed, obscured covered over or replaced during distribution of the Programs outside the Territory, at the sole discretion of Spartan or its production partner, NBC.

b. Any exclusivity provided herein shall apply only within the Territory and shall not apply to (i) any contractually allotted advertising inventory allocated to distribution and/or broadcast affiliates (the "Local Commercial Inventory") of any network or other platform on which the sporting events or other activities referenced this Agreement may be exhibited or re-exhibited, or (ii) advertising inventory during any re-exhibition of or any Program following the initial exhibition ("Re-Exhibition Commercial Inventory"). Spartan shall have no liability to Sponsor as a result of the sale of Local or Re-Exhibition Commercial Inventory even if sold to advertisers that compete with Sponsor and such occurrence shall not be deemed an Unavailable Benefit.

c. Spartan is not granting Sponsor any right to use the names, signatures, photographs, footage, or likenesses of any athlete or other Race participants in connection with any Sponsorship Benefit, and any use by Sponsor must be approved by the individual athlete or Race participant in each instance. Sponsor expressly understands and agrees that any athlete or other Race participant has the right to use, accept, or endorse any product from anyone in competition with Sponsor.

d. During the Term, Sponsor shall not enter into any agreement with Tough Mudder or Warrior Dash (or any of their respective affiliate races) to partner with, sponsor, or promote 45 days prior or 45 days after the Spartan Race. Furthermore, Sponsor shall not enter into an agreement to receive onsite activation benefits with any obstacle course racing event.

7. **Termination.** In addition to any other rights and remedies which may be available to the Parties, this Agreement may be terminated by Spartan or NLTRA if the other Party materially breaches this Agreement. If such a breach occurs, the non-breaching Party shall provide the breaching Party with written notice of the breach, including specific details regarding the nature of the breach. The non-breaching Party's obligations under this Agreement may be suspended when such notice is provided and will not be resumed until the breach is cured; provided, however, that all payments under this Agreement which were due before or on the date of receipt of the written notice of breach, shall be made. If the breaching Party does not cure the breach within 30 days of receipt of notice of the breach, then the non-breaching Party may provide the breaching Party with written notice of the immediate termination of this Agreement.

8. **LIMITATION OF DAMAGES.** EACH PARTY AND THEIR AFFILIATED AND RELATED ENTITIES WILL NOT BE LIABLE UNDER ANY CIRCUMSTANCES FOR CONSEQUENTIAL (INCLUDING WITHOUT LIMITATION, ANY PAYMENT FOR LOST BUSINESS, FUTURE PROFITS, LOSS OF GOODWILL, REIMBURSEMENT FOR EXPENDITURES OR INVESTMENTS MADE OR COMMITMENTS ENTERED INTO, TERMINATION OF EMPLOYEES OR EMPLOYEE SALARIES, OR OVERHEAD OR COSTS INCURRED OR ANTICIPATED UNDER THIS AGREEMENT, WHETHER FORESEEABLE OR NOT), INCIDENTAL, SPECIAL OR PUNITIVE DAMAGES IN CONNECTION WITH THE PERFORMANCE OR FAILURE TO PERFORM THIS AGREEMENT REGARDLESS OF WHETHER SUCH LIABILITY ARISES FROM BREACH OF CONTRACT, TORT, OR ANY OTHER THEORY OF LIABILITY. THE AGGREGATE AMOUNT OF DAMAGES RECOVERABLE BY SPONSOR WITH RESPECT TO ANY AND ALL BREACHES, PERFORMANCE, NONPERFORMANCE, ACTS OR OMISSIONS HEREUNDER WILL NOT EXCEED THE CASH AMOUNTS ACTUALLY PAID TO SPARTAN BY SPONSOR UNDER THIS AGREEMENT. THE PARTIES ACKNOWLEDGE THAT ANY MONETARY VALUE ASSIGNED TO PROMOTIONAL CONSIDERATIONS PROVIDED HEREIN IS NOT INTENDED TO BE USED AS A MEASURE OF DAMAGES IN CONNECTION WITH THIS AGREEMENT. NOTWITHSTANDING THE FOREGOING, NOTHING IN THE AGREEMENT SHALL LIMIT THE LIABILITY OF THE PARTIES FOR (I) THE INDEMNIFICATION OBLIGATIONS SET OUT UNDER SECTION 9, (II) BREACHES OF CONFIDENTIALITY, (III) DEATH OR PERSONAL INJURY



RESULTING FROM NEGLIGENCE, (IV) GROSS AND WILLFUL MISCONDUCT OF DIRECTORS AND OFFICES, (V) FRAUD OR FRAUDULENT MISREPRESENTATION, AND (VI) ANY OTHER LIABILITY WHICH CANNOT BE EXCLUDED BY LAW.

9. **Indemnification.** Each Party (the "Indemnifying Party") will at all times indemnify and hold the other Parties and each of their respective affiliates, owners, members, directors, shareholders, officers, employees, servants, agents, sponsors, contractors and media partners (specifically with regard to Spartan, Reebok International, Ltd and NBC and its respective affiliates, and licensors (together with each of the foregoing's heirs, successors and assigns, the "Indemnified Parties") harmless from and against any and all third-party claims, controversies, damages, causes of action, judgments, liens, losses, costs, fines, penalties, and liabilities including, without limitation, attorneys' fees, consulting fees, and other dispute resolution expenses (collectively "Claims and Losses") arising out of or related to: (a) any breach or alleged breach by the Indemnifying Party of any warranty, representation, covenant, obligation or agreement made by the Indemnifying Party hereunder, (b) any acts, omissions, or intentional misconduct by the Indemnifying Party (or the Indemnifying Party's employees, representatives, agents, contractors, or volunteers), (c) any use of the Indemnified Party's service marks, logos, trademarks, word marks, symbols, emblems, trademark designs, content, or other materials supplied by or on behalf of the Indemnified Parties in a manner inconsistent with this Agreement, or (d) any claim by a third party that the Indemnifying Party's performance hereunder or the Indemnified Party's use of the Indemnifying Party's service marks, logos, trademarks, word marks, symbols, emblems, trademark designs, content or other materials infringes upon, misappropriates or otherwise violates the intellectual property rights or other proprietary rights of such third party. Notwithstanding anything herein to the contrary, Sponsor further specifically agrees to indemnify and hold Spartan and its Indemnified Parties, harmless from and against all Claims and Losses arising out of or related to (x) the exhibition or display of Sponsor Content, Sponsor's commercial units, or other material provided by or on behalf of Sponsor and (y) Sponsor's administration of any sweepstakes or contest held in connection with this Agreement and the awarding by Sponsor, or use by any prize winner, of any prize in connection therewith. Each Party's indemnification obligations shall survive the expiration or early termination of this Agreement.

10. **Insurance.**

a. **Insurance.** Each party shall provide and keep in force, during the term of the event, including set up and tear down periods, a comprehensive standard form general liability insurance policy, with good and solvent insurance companies authorized to do business in the host state of the Sponsored Race(s). Such policy shall cover all event related activities and any improvements constructed by Race participants, and shall insure against bodily injury, death, and property damage in amounts reasonable and customary, but in no event less than One Million Dollars (\$1,000,000). The policy shall be written on an "occurrence" basis. Such insurance shall insure the indemnifying party's ability to fulfill its indemnity obligations under this Agreement, shall name the other party (and the other entities and persons indemnified) as additional insureds. Sponsor shall provide at least thirty (30) days notice to Spartan prior to any cancellation or modification of the policy or policies. Each party shall deliver to the other party satisfactory evidence of the aforementioned insurance coverage in form of a certificate of insurance and any policy endorsements as may be requested. Sponsor shall add as additional insured the Race promoter(s), and each of their respective parents, subsidiaries, affiliates, officers, directors, employees, representative and agents and the heirs, successors and assigns of each of the foregoing. Sponsor shall also add as additional insured such other third parties as reasonably identified by Spartan in writing prior to the Event. To the extent permitted by law, each required

insurance policy shall provide a waiver of subrogation in favor of each of the other party and its additional insured parties. All required insurance will be placed with reputable carriers licensed to do business in the applicable state. Notice of cancellation will be given in accordance with policy provisions, and each party will promptly notify the other party of any change to its insurance program which results in noncompliance with this Agreement. Failure by a party to request a certificate shall not be construed as waiver of the obligations outlined above.

b. Upon the written request of a party, the other party shall provide the requesting party with the copies of the certificates of insurance and policy endorsements for all required insurance coverage, and shall not do anything to invalidate such insurance. Failure by a party to request a certificate shall not be construed as waiver of the obligations outlined above.

#### 11. **Dispute Resolution.**

a. This Agreement shall be governed by and construed in accordance with the internal laws of the State of Delaware, without regard to the conflicts of law principles thereof. The Parties shall resolve any dispute, controversy or claim arising out of or relating to the Agreement, or the breach, termination or invalidity hereof (each, a "Dispute"), under the provisions of this section 11. The procedures in this section shall be the exclusive mechanism for resolving any Dispute that may arise from time to time.

b. The Parties shall first attempt in good faith to resolve any Dispute by negotiation and consultation between themselves. In the event that such dispute is not resolved on an informal basis within fourteen days after one party provides notice to the other party of such Dispute ("Dispute Notice"), either party may, by written notice to the other party ("Escalation to Executive Notice"), refer such dispute to the executives of each party. If the executives cannot resolve any Dispute during the time period ending fourteen days after the date of the Escalation to Executive Notice (the last day of such time period, the "Mediation Escalation Date"), either party may initiate mediation.

c. The Parties may, at any time after the Mediation Escalation Date, submit the Dispute to any mutually agreed to mediation service for mediation by providing the mediation service a joint, written request for mediation, setting forth the subject matter of the dispute and the relief requested. The Parties shall cooperate with the mediation service and with one another in selecting a neutral mediator and in scheduling the mediation proceedings. The Parties covenant that they will use commercially reasonable efforts in participating in the mediation. The Parties agree that the mediator's fees and expenses and the costs incidental to the mediation will be shared equally between the Parties.

d. The Parties further agree that all offers, promises, conduct and statements, whether oral or written, made in the course of the mediation by any of the Parties, their agents, employees, experts and attorneys, and by the mediator and any employees of the mediation service are confidential, privileged and inadmissible for any purpose, including impeachment, in any litigation, arbitration or other proceeding involving the Parties, provided that evidence that is otherwise admissible or discoverable shall not be rendered inadmissible or non-discoverable as a result of its use in the mediation.

e. If the Parties cannot resolve for any reason, including but not limited to, the failure of either party to agree to enter into mediation or agree to any settlement proposed by

the mediator, any Dispute within thirty days after the Mediation Escalation Date, either party may commence arbitration.

f. The Parties hereby agree that any arbitration will be conducted in New York, NY pursuant to the Commercial Arbitration Rules of the American Arbitration Association by an arbitrator agreed upon by the Parties or, in the absence of such agreement, selected in accordance with such rules. The Parties acknowledge that any monetary value assigned to promotional considerations provided herein is not intended to be used as a measure of damages in connection with this Agreement. Neither the Parties nor the arbitrator shall disclose, describe, or characterize any proceeding hereunder, including, without limitation, any demand, discovery, testimony, evidence, settlement, or award therein, to any other person or entity, except as may be required in any judicial proceeding brought to enforce this paragraph or any award rendered in a proceeding hereunder. The record of any proceeding shall be sealed.

**12. Entire Agreement; Amendment; Conflict Assignment.**

a. This Agreement constitutes the entire agreement between the Parties and supersedes all prior agreements, understandings and representations relating to the subject matter hereof, whether written or oral. All exhibits attached hereto are incorporated into this Agreement by reference. This Agreement may only be amended, modified or supplemented by a written agreement duly executed by the Parties. To the extent that any of the terms and conditions of Spartan's agreement(s) with, or related to, a Race, (the "Venue Contracts") conflict or are otherwise incompatible with the terms and conditions of this Agreement, Spartan shall uphold the terms and conditions of the applicable Venue Contracts, and such Venue Contracts' applicable terms and conditions shall supersede the conflicting terms and conditions of this Agreement without any liability owing to Sponsor.

b. This Agreement will be binding upon and inure to the benefit of the Parties and their respective successors and permitted assigns. A Party may not assign this Agreement or any part hereof or any benefit or interest therein without the prior written consent of the other Parties; provided, that (i) a Spartan may assign its rights and obligations under this Agreement to any successor to substantially all of the business of such Spartan, and (ii) a Spartan may assign its rights and obligations under this Agreement to any of its affiliates.

**13. Relationship of the Parties.** The relationship of the Parties under this Agreement is that of independent contractors and nothing herein or in any related document or representation shall be construed to create or imply any relationship of employment, agency, joint venture, partnership or any other relationship other than that of independent contractors. The Parties acknowledge and agree that each is engaged in a separate and independent business and neither will state, represent or imply any interest in or control over the business of the other.

**14. Force Majeure.** A Party will not be in breach of this Agreement if any performance required under this Agreement, or the presentation or exhibition of the any Race is prevented or preempted because of an act of God, natural disaster, inclement weather, catastrophe, accident, fire, labor dispute, lockout, strike, riot or civil commotion, act of public enemy, governmental act, regulation or rule, failure of technical facilities, a day of national mourning, emergency or other circumstance or event beyond the control of such Party. If any event of the type described in the preceding sentence constitutes an Unavailable Benefit, then the provisions of Section 4 hereof shall apply.

15. **Confidentiality.** The Parties agree that the terms of this Agreement shall be kept confidential (except as may be required by law, rule or regulation of any governmental authority) and will not be disclosed to any individual or entity, except that a Party may disclose such terms as are reasonably necessary to their respective affiliates, members, lenders, officers, directors, employees, accountants, counsel and agents with a reasonable need to know such information in their representative capacities, and all persons acting by, through, under or in concert with any of them.

16. **Remedies.** All rights and remedies of the Parties under this Agreement are cumulative and none shall exclude any other right or remedy available at law or in equity and such rights or remedies may be exercised and enforced concurrently. The Parties may seek emergency relief (including injunctive relief) in a court of competent jurisdiction seated in Boston, MA, without first resorting to the appointment of an arbitrator; provided, however, that no monetary relief of any kind may be sought or awarded through such proceedings.

17. **Waiver.** The waiver of any breach of this Agreement shall not constitute a waiver of any other prior or subsequent breach of this Agreement. No waiver is effective unless made in writing and signed by the Parties. The failure of any Party hereto to insist upon strict compliance with this Agreement, or any of the terms and conditions hereof, shall not be deemed a waiver of any rights or remedies that such Party may have.

18. **Severability.** In the event that any provision of this Agreement shall be held invalid or unenforceable, such provision shall be severed and the remainder of the Agreement shall continue in full force and effect.

19. **Notices.** Unless otherwise expressly provided, any notice, request, demand, waiver or other communication required or permitted to be given under this Agreement shall be by (a) PDF with confirmation of transmission, (b) registered or certified mail, or (c) overnight courier to the receiving Party at the address set forth below:

To Spartan: Spartan Race, Inc.  
234 Congress Street, 5<sup>th</sup> Floor  
Boston, MA 02110  
Attn: General Counsel  
Email: deannas@spartan.com

To NLTRA: North Lake Tahoe Resort Association  
100 North Lake Blvd  
Tahoe City, CA 96145  
Attn: Amber Burke  
Email: amber@gotahoenorth.com

Any Party may change the address to which notices are required to be sent by giving notice of such change in accordance with this Section to the other Parties.

20. **No Construction against Drafting Party.** The Parties and their respective counsel have had the opportunity to review this Agreement, and this Agreement will not be construed against any Party merely because any provisions of the Agreement were prepared by a particular Party.

21. **Agency Representation.** If this Agreement is executed by an agent on behalf of Sponsor (“Agency”), Agency represents and warrants that it is the duly authorized agent of Sponsor for the purposes of this Agreement and the matters contemplated hereby and that its arrangements with Sponsor specifically contemplate the placement of the Sponsorship Benefits herein. Agency and Spartan acknowledges that all Sponsorship Benefits provided hereunder are exercisable by Agency, acting as agent on behalf of its principal Sponsor. Sponsor and Agency shall be jointly and severally liable for all liabilities and obligations hereunder.

22. **Survival.** The terms of the Agreement and any exhibits and attachments that by reasonable implication contemplate continued performance, rights, or compliance beyond expiration or termination of the Agreement survive the Agreement and will continue to be enforceable.

23. **Representations and Warranties.**

a. Each Party represents and warrants to the others that it (i) is duly incorporated or organized and validly existing under the laws of its jurisdiction of incorporation or organization and it has the legal capacity to enter into this Agreement and to perform each of its obligations hereunder, (ii) has duly authorized, executed and delivered this Agreement and this Agreement constitutes a legally valid and binding obligation of it enforceable against it in accordance with its terms, and (iii) shall comply with all applicable federal, state and local laws, rules and regulations in connection with its performance hereunder.

b. Sponsor represents and warrants to Spartan that (i) the Sponsor Marks, Sponsor Content, Sponsor’s commercial units, or other material provided by or on behalf of Sponsor (collectively, “Sponsor Materials”), shall not infringe upon, misappropriate or otherwise violate the intellectual property rights or other proprietary rights of Spartan or any third party, (ii) Sponsor has obtained all licenses, agreements, permits, waivers, releases, registrations, approvals, authorizations and clearances necessary in connection with the Sponsor Materials, and that such licenses, agreements, permits, waivers, releases, registrations, approvals and/or authorizations will be valid and sufficient for the performance of its obligations hereunder and (iii) there are no additional costs, royalties, residuals, license fees, or other third party expenses associated with the use of the Sponsor Materials.

24. **Counterparts.** This Agreement may be executed in one or more counterparts, each of which will be deemed to be an original copy of this Agreement and all of which, when taken together, will be deemed to constitute one and the same agreement. Signatures of the Parties transmitted by PDF shall be deemed to be their original signatures for all purposes.

[signature page follows]

The Parties are signing this Agreement on the Effective Date stated in the introductory clause.

**NORTH LAKE TAHOE RESORT ASSOCIATION**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**SPARTAN RACE, INC.**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

## EXHIBIT A

### CO-MARKETING AND TRADE SUPPORT, SPONSORSHIP BENEFITS

1. **CO-MARKETING AND TRADE SUPPORT.** NLTRA agrees that it will provide to Spartan or will ensure that the applicable local Sponsor provides to Spartan, for each of the 2018 and 2019 events, at no additional cost to Spartan (unless otherwise specified below)
2. **SPONSORSHIP BENEFITS.** Spartan will provide for each Event, at no additional cost to NLTRA (unless otherwise specified below):
  - a. **Host Destination Media Rights.** Spartan shall designate NLTRA as the host of the “Spartan Race World Championship” in applicable media and mentions, including, but not limited to:
    - i. E-mail marketing of the Event to all email recipients in Spartan’s marketing database;
    - ii. The Spartan Race World Championship Race page on [www.spartan.com](http://www.spartan.com);
    - iii. Facebook posts promoting the Event; and
    - iv. Co-branded marketing collateral which promote the Event.
  - b. **Logo.** Display of destination name, as provided by Sponsor, in or around official Spartan Race World Championship logo lock-up.
    - i. Sponsor-approved logo/destination name to appear on Spartan website for the World Championship page, marketing and advertising materials and other collateral where other World Championship sponsors receive mentions.
  - c. **Online/Social Media Promotion.**
    - i. Spartan will mention, tag or incorporate Sponsor in applicable social media posts, email blasts, and blog posts relating to the Event.
    - ii. Spartan will collaborate with NLTRA to promote North Lake Tahoe, as well as activities located near the Event, including but not limited to :
      1. Inclusion in Event course map;
      2. Social media promotion; including at least:
        - a. Up to 5 posts destination specific posts ( NLTRA must provide content)
        - b. Up to 10 likes;
        - c. Up to 10 shares;

- d. Up to 10 re-tweets; and
    - e. Up to 10 reposts;
  - 3. Distribution of travel guide(s); and
  - 4. Distribution including vacation options/"things to do" in the identified regions during the week leading up to the Event and during Event weekend.
- d. **TV/Media Promotion.** Spartan will provide NLTRA with the following television benefits with the same or equal coverage to NBC Sports Network ("NBCSN"), highlighting North Lake Tahoe as the host of the Spartan Race World Championship Series and as a travel destination. The television/media benefits may include:
- i. One (1) 15-second television/media spot to be aired during the original broadcast of each of the Races in the Spartan Race U.S. Championship Series;
  - ii. Two (2) 15-second television spots/highlights during the Event broadcast;
  - iii. One (1) 30-second organic segment highlighting the destination during the Event broadcast;
  - iv. Pre Show "brought to you by" designation if applicable; in the Race Live Stream
  - v. Race Clock logo/destination integration if applicable In the Race Live Stream
- If NBC or NBC Sports chooses to re-air episode(s), the television spot(s) aired in the original episode(s) will be included in the re-air. Segment creative shall be developed by Spartan and NBC production, with the goal of being naturally integrated into the respective episode theme.
- e. **Lodging Promotion:** Spartan will provide a direct link from the Spartan website to participating North Lake Tahoe lodging properties via a microsite. Links and discount codes must be provided to Spartan at least three (3) months prior to the Event.
  - f. **E-mail Promotion.** A least one (1) Event-related email blast to the e-mail recipients in Spartan's Event specific marketing database to promote North Lake Tahoe, with content to be mutually approved by the parties.
  - g. **Post-Event Survey.** Spartan will include demographic, geographic, spending patterns and lodging questions into the post-race survey in order to gain an accurate ROI analysis of the annual Event. Sponsor will develop survey questions in coordination with Spartan and tailor subsequent annual marketing plans accordingly. Spartan agrees to provide the response data to NLTRA to such questions, however NLTRA understands and agrees that such response data shall be aggregated and anonymized in compliance with all applicable consumer protection and data privacy laws before Spartan provides the data to Sponsor. Sponsor acknowledges and agrees that Spartan shall own such data provided to Sponsor and in no instance shall Sponsor license, sell, or otherwise make such data available to any third party unless approved by Spartan in writing.



- h. **Media Wall.** Spartan will incorporate Sponsor logo or destination identifier in StepnRepeat media wall and other locations to be mutually agreed upon by the parties at least sixty (60) days out from Event.
  
- i. **Exhibit Space.** Spartan will grant NLTRA one 20 foot x 20 foot exhibit space in a high traffic area at the festival associated with each Event for NLTRA's use (the "Tent"). NLTRA will keep exhibit open and staffed at all times during Event hours. NLTRA acknowledges that set-up hours are on Friday between 8:00 AM – 3:00 PM. Furthermore, set up before Friday is by appointment only and set up on Saturday is prohibited. Event hours will be Saturday from 7:00 AM – 7:00 PM and Sunday from 7:00 AM – 7:00 PM, or until last racer exits the Event. Depending on the amount of participants at the Event, the Event may end as early as 4pm on Sunday. Event tear down begins on the last day of the Event as soon as the last participant exits the Event. Early tear down is not allowed.
  
- 2. **Barrier Jackets.** NLTRA shall provide a minimum of four(4) and up to eight (8) 6x3 barrier jackets banners to be installed in the festival area at the Event and/or on the race course. Content and design to be reasonably approved by Spartan. Except as otherwise provided in this Agreement, NLTRA shall be responsible for the initial production of on-site barrier jackets and comparable signage. Any changes or alterations desired by NLTRA during the Term following initial production, including, without limitation, logo or slogan changes, shall be at the sole cost and expense of NLTRA.
  
- i. **Race Entries.** Spartan will provide NLTRA with up to thirty (30) complimentary Event race entries to use for promotional purposes. The start times for such race entries shall be determined in Spartan's sole discretion. The race entries shall be provided at Spartan's sole expense; provided, that any person registering for the race using such race entries shall be responsible for the cost and purchase of the individual supplemental race insurance offered through the race registration platform.



# North Lake Tahoe WC Recap

© 2004–2016 SPARTAN RACE, INC. | SPARTAN.COM

# 10,791,002 Total Impressions

## 100 Total Placements

## 6,867,219 Media Impressions

## 3,590,135 Social Impressions

### SportTechie

Spartan Race Latest To Partner With Facebook Watch



The evolution-focused obstacle racing series, Spartan Race, is set to kick off a new partnership with Facebook that will feature live video streaming coverage of races, starting with the Spartan World Championship.

Spartan teamed up with Facebook and its new Watch video platform to broadcast live events through the 2017 Spartan season. The Spartan Race Facebook Watch live streams will feature an array of cameras, including drone coverage, replays, close-ups and color commentary as well as live social media coverage. The inaugural Facebook Watch live stream event is set to cover the 16-mile, Reebok Spartan World Championship race at Squaw Valley Resort in Lake Tahoe, Calif. on Sept. 30 and Oct. 1.

Spartan joins Major League Baseball, Major League Soccer, Liga MX and World Surf League to have competitors streamed live on Watch.

"Providing live broadcasts of our fans was a major focus for us in 2017 and an important part of Spartan and the 2018 (Spartan Race) industry growth," Spartan CEO Jeffrey Connor said in a statement.

"Partnering with Facebook to stream our events exclusively on Watch will bring the action to sports fans across the globe, showcasing the true spirit of the fastest growing participation sport while helping Spartan spread its message of healthy transformation to a new audience of millions."

Get the latest Sports Tech News on your device!

The Facebook Watch and Spartan deal is scheduled to include live stream-and race broadcasts of Spartan's upcoming "Stadium Series," which features races at places such as AT&T Park in San Francisco and other races throughout the year. The mobile-friendly live streaming Spartan coverage will also feature interviews, fun polling, and other ways for fans to engage in real-time.

On top of live races, Spartan will produce a weekly workout show on Facebook Watch. Facebook users can add the Spartan workout show and race coverage to their "watchlists" by following Spartan LIVE.



**Spartan Race** @SpartanRace

The @SpartanRace countdown begins. Tune in 9:30-11 PM PT @facebook/TahoeSpartanRace/IG/1 Presented by The @SISArmy team on @facebook/Tahoe2017



### Spartan Race Live-Streams World Championship on Facebook Watch

Race organizers plan to offer other races, weekly workout class

By Tracy Davis, SportsTech, Streaming & Digital Monday, October 2, 2017 - 10:06 am from Ohio

A team obstacle called Monkey in the Middle was a major place for a camera. The 2017 Reebok Spartan Race World Championship featured live on Facebook's Watch platform this weekend, and the organizers say this new challenge would be "a game-changing moment," says **Robb Maser**, Spartan director of media and content. The obstacle combined both Spartan features — the Monkey and Monkey Bar — to create a long passage where competitors needed to rely on arm strength while grasping handles that twisted with every movement.

For both the elite athletes and at-home viewers, Spartans organizers offered something special. For the first time, a global audience was able to tune in to watch nearly 15,000 competitors make their way through the grueling route in Squaw Valley, CA.



Spartan races come in three lengths — sprint, super, and beast — and the World Championship went even beyond that length to present a handful of events with nearly 40 obstacles, athletes from about 50 countries competed in the event, which was a first step in the making organizers needed time to scout locations and plan a championship that could satisfy adrenaline junkie fans.

When Facebook Watch launched in August, Spartan Race was quick to notice how popular the platform was with fans. Live streaming two events on Watch, Spartan logged big viewing numbers.

"We saw how well the live stream was performing and we said this is a great opportunity for us to partner, because we see the most engagement, the most reactions on our Facebook stream," Maser says. "We had streamed a couple other places, but the bird watch, best engagement, best views, that sort of stuff was on Facebook. So we wanted a mutual partnership."



### Spartan Just Hosted Its Most Competitive World Championships Ever

By Competitors.com, Published Oct. 2, 2017, Updated 1 day ago



Competitors at the hybrid "Monkey Bar" obstacle overcome "Monkey in the Middle" on their way to the finish line of the 2017 Reebok Spartan Race World Championship at Squaw Valley in Squaw Valley, Nevada, September.

Many of the world's greatest obstacle racers gathered in Lake Tahoe, Calif., this past weekend to take part in the 2017 **Reebok Spartan Race World Championship**. Over 15,000 athletes competed throughout the two days at Squaw Valley.

The biggest event of the weekend, the 16-mile Elite Championship, took place on Saturday. The best Spartan racers from over 50 countries conquered almost 40 obstacles during the race. To qualify for the elite heat, competitors had to finish in the top five of a qualifying Spartan race during the 2017 season.

American Cody Maser was the top man to finish in a time of 2:22:34. Behind him were Jonathan Albon of the UK in 2:28:11 and Robert Kiser of the U.S. in 2:29:17. On the women's side, Canada's Lindsay Webster took first place in 3:05:10, Suzanne Kacumov of the Czech Republic was second in 3:07:33, while American Alyssa Hawley was third in 3:15:16. Both Maser and Webster received \$15,000 for their win in what was one of the most competitive Spartan World Championships ever.



### 2017 Spartan Race World Championship Week

The obstacle racing world is buzzing in the Squaw Lake World Championship week. A month here. All week are on Lake Tahoe. Squaw Valley this week is packed with the elite who are competing on their home turf. All of the fun is in the air with the top athletes watching for predictions from commentators and a look at some of the apparel to watch.

Hobie Call

The biggest story going on in the Squaw Lake World Championship is Hobie Call. Call announced at the beginning of the 2017 season that this would be his final year competing in the sport, which he has to finish the "biggest" of his career. Call's final race was the 2017 Reebok Spartan Race World Championship. He is hoping to finish his career on a high note. He is also hoping to watch his last race. The weekend will be a mix of the elite who are competing on their home turf. All of the fun is in the air with the top athletes watching for predictions from commentators and a look at some of the apparel to watch.



In advance of the weekend, we wanted to share the story of Call's career in obstacle racing. In 2011, a time when the "Spartan Race" did not include a half-marathon, you would learn about the evolution of the Spartan Race. Call's story is a mix of the elite who are competing on their home turf. All of the fun is in the air with the top athletes watching for predictions from commentators and a look at some of the apparel to watch.



### The Reebok Spartan Race World Championship returns to Squaw Valley this weekend



For two days, athletes will compete in the 2017 Reebok Spartan Race World Championship from the mountain terrain of Squaw Valley.

From Sept. 30 to Oct. 1, men, women and kids will scale structures, maneuver through obstacles and push their physical and mental limits in the name of human-powered sport.

"The Reebok Spartan Race World Championship is the ultimate event of the race season and we don't take that lightly, which is exactly why we host the race at Squaw Valley," said Reebok, Spartan Race World Championship race director, Dan Yost.

"The mountainous terrain and elevation makes this one of the world's most challenging Spartan race events," he added.

Yost said that this year they've added an additional 2 miles to Saturday's Spartan Beast course, making it 16 miles long with close to 40 obstacles, hoping it will make for some really exciting competition, exciting for spectators to watch.

For the athletes, these events are a true test of grit, and they're passionate about every challenging moment.



### Your Tahoe Weekend: Welcome fall with fun Lake Tahoe events



Enjoy the weekend celebrating strong women of Bob's Fantasy. See The Commons & Culture and MyN & Company companies.

Where: Hard Rock Hotel & Casino | 10145 Hwy 50, Stateline, Nev.

When: Friday, Sept. 29 - Sunday, Oct. 1

2 Round Ball Mattress with GoSports

For GoSports, there will be a sound installation exhibition using Spartan jumping dolls and props to celebrate and review the fall. In addition, the event will feature a live performance from the band.

Where: Fur Coats and Suits | 10157 Donner Pass Road, Truckee

When: Friday, Sept. 29 | 6:30 p.m.

Direct: Free

Online: <http://www.gooutdoorsandgo.com>

3 Mountain Madness

3 Mountain Madness



## MUSCLE & PERFORMANCE

### The Queen of Pain

Obstacle course racer Amelia Boone speaks frankly about missing half her body, her hour of failure and her love of this sport.

Los Angeles, CA | Sept. 18, 2017



May 20, 2017, probably wasn't very remarkable for most people. Likely it was spent shoveling up on beer and chips and ice and other Memorial Day essentials for the forthcoming holiday weekend. For Amelia Boone it was also a momentous occasion — the day she returned to obstacle course racing.

**"What do I fear more than anything right now? I fear my own return to racing."**

Imagine stumbling into a sport on a whim, deciding it was your calling, then within a year you were topping the leader board — and staying there. This is Amelia Boone's narrative, and to date she is easily one of the most decorated obstacle course racers ever — male or female — with more than 50 podiums and 30 no-time-to-beat titles. But in 2015, Boone was knocked out of competition by an overuse injury — a stress fracture in her femur that culled her season into more than a year and a half of rehab, including four months on crutches, and nine months without training. For someone used to doing three-a-day workouts, running 60 to 100 miles per week and racing just about every weekend in obstacle course events, it was the equivalent of exercise incarceration.

May 20 marked the first time Boone had set foot on an obstacle course since her injury — and she was stumped. "The hardest part was knowing that starting line and that line that something that used to be so comfortable now felt so foreign," says Boone. "I had no idea what to expect and I let no one. Everyone says it's like riding a bike, but I had a brain on that has that residual."

**"The physical part is easy — it's the mental part of injury that haunts us."**



For athletes who have incurred a severe injury has been their longest recovery, and Boone was no different. After recovering her sense of manual activity and enthusiastically locomotor, she spent some time wallowing in injury. Yet, she said the hardest work to come from around the injury simply doing what she could to keep a routine still maintain as much of her old fitness as possible.

"For the first month the only thing I could do was get a good rest with a burner between my legs because I was not even allowed to touch — just rest my arms," she says. She also practiced her breathing technique — using a nose loop — and did a few seated exercises of the core to maintain some semblance of upper-body strength. Her workouts had become Spartan in the true sense of the word.

**6,277,318**  
Total Impressions

**9**  
Total Placements

## THE SPOKESMAN-REVIEW

### Spokane Valley Spartan racer braced for second championship



Spokane Valley's Amelia Boone jumps over a bar at the pit, one of many obstacles in a recent Barkob Spartan Race. Boone, 27, will make her second appearance in the Spokane Race World Championship this weekend at Lake Tahoe, California, (pictured).

By Chad Sakel  
csakel@spokane.com  
509-455-5047

Amelia Boone likes trudging up hills carrying 20-pound buckets of gravel, or with heavy sandbags slung across her shoulders.

She's also fond of an obstacle known as the Twister — a pole with monkey-bar grips protruding from it in a spiral pattern, which spans each time an athlete shifts weight from one hand to another.

There are just a few of the challenges Boone will face this weekend during her second appearance in the Barkob Spartan Race World Championship in Squaw Valley, northwest of Lake Tahoe, California.

Spartan races are grueling athletic events involving miles of rugged running trails and many daunting performance obstacles, including time to flip, mud pits to wade through, walls to climb over and lashed wire to crawl under.

The race, which began in 2010, now splits into four categories — Sprint, Super, Beast and Ultra Beast — that vary in length and difficulty. The Sprint is the shortest, with a maximum of 5 miles and at least 15 obstacles to conquer along the way. The Ultra Beast has at least 25 miles and 60 obstacles.

Among the fiercest competitors in history, a 27-year-old Spokane Valley native who completed her first Spartan race in May 2012. She came in fourth among women at last year's world championship in Lake Tahoe.

This weekend she'll compete individually in the Beast category, and alongside two men in the first-ever Spartan championship team event.

## The Mercury News

### Groupon began series of obstacles for Stanford grad student



Stanford grad student Rea Kolbl, 26, will compete at this weekend's Barkob Spartan Race World Championship at Squaw Valley in Lake Tahoe on Sept. 16 through Oct. 1, 2017. (Photo: KIM / Spartan Race)

By MYLES MADRICK  
madrack@humboldtmercury.com | Bay Area News Group  
Published September 27, 2017 at 10:17 AM PDT | Updated September 28, 2017 at 10:48 AM

Rea Kolbl isn't afraid of obstacles.

The 26-year-old grad student at Stanford actually seeks them out as one of the top female athletes in the world of Spartan Race, an endurance competition that employs the motto "You see struggle, we see strength."

How was she introduced to the sport?

"There was a Groupon for it, actually," Kolbl said.

Back in 2013, as an undergrad at Cal, she joined a group of friends from a workout class in Berkeley for a team race in Monterey.

Then, Kolbl "kind of forgot about it" for a couple of years until her sisters-in-law invited the Bay Area transplant from Sovetnia to tag along for another race.

"It's just been uphill since then," said Kolbl, who this weekend travels to Squaw Valley in Lake Tahoe to participate in the 2017 Spartan World Championship at the site of the 1960 Olympic Games.

"I would totally recommend it to anybody," she added. "And really the thing about it is it requires such a broad skill set. It requires strength, endurance and speed, so no matter what you do in life, you probably have some aspect of that that you're good at."

## Inc.Video PEAK PERFORMANCE

### Forget Big-Picture: Why You Should Build Mental Toughness Through Small Steps



Spartan and Tough Mudder Champion Amelia Boone explains how she gets through long obstacle races — some as long as 24 hours.

By Chris Beer and Jesse Kautbach  
PUBLISHED ON SEP 15, 2017



the sheet News, Views & Culture of the Eastern Sierra  
Saturday, September 30, 2017  
FREE  
Vol. 15, No. 39



LEDERHOSEN FOR ALL SPARTAN PRIDE  
A woman's Spartan Race has the girl  
of the year...  
The sheet magazine is a free publication that covers the local community and culture of the Eastern Sierra. It is published weekly and is available to all readers. The magazine is published by the Eastern Sierra Community Center and is a great resource for anyone interested in the area. The magazine is published by the Eastern Sierra Community Center and is a great resource for anyone interested in the area.

**3,590,135**  
Total Impressions

**48**  
Total Placements



**Obstacle Racing Media**  
September 30 at 3:52pm  
Spartan World Championship Tahoe 2017 Podium!  
Mens Elite  
1st Cody Moat  
2nd Jon Albon  
3rd Robert Killian  
Women's Elite  
1st Lindsay Webster  
2nd Zuzana Koumova  
3rd Alyssa Hawley  
#om #ocrc #athlote #spartanraceoc17 #iamspartan #gxccoach #ocr2017 #mudrun #running #spartanfitness #obstaclecourse-race



Like Comment Share  
230  
Top Comments

**SportTechie** @SportTechie · Oct 1  
Spartan Race partners with Facebook to stream live race coverage on Watch, starting with the #SpartanRaceWC17

Elite Obstacle Racers Next Up To Be Featured On Facebook's Watch  
The new Facebook Watch video platform is racking up athletic competitions to stream, and Spartan Race with its obstacle races will be the latest to g...  
sporttechie.com

**The Spokesman-Review**  
September 30 at 10:02pm  
Local athlete Alyssa Hawley proved her mettle among elite athlete's from over 50 countries Saturday, taking third in the Spartan World Championship's women's division.

Spokane's Alyssa Hawley takes bronze at Spartan World Championship  
After a grueling three hour trial through an arid, obstacle-laden swath of California's Olympic Valley, Spokane athlete Alyssa Hawley, 27, claimed the bronze at the ...  
SPOKESMAN.COM

Like Comment Share  
315  
Top Comments

**Sports Video Group** @sportsvideo · Oct 2  
Spartan Race live-streams World Championship on Facebook Watch.  
#sportsbiz #facebook bit.ly/2g5yG2l

**Sierra Sun News**  
@SierraSun\_News  
Follow

The Reebok Spartan Race World Championship returns to Squaw Valley this weekend

The Reebok Spartan Race World Championship returns to ...  
For two days, athletes will compete in the 2017 Reebok Spartan Race World Championship from the mountain terrain at Squaw Valley. From Sept. 30 - Oct. 1 men, women  
sierrasun.com

**Inc. Magazine**  
October 2 at 9:46pm  
Don't forget to be nice to yourself.

7 Other Ways to Build Extreme Mental Toughness, According to Science  
Sure, athletes have lots to say about grit, but so does science.  
INC.COM

Like Comment Share  
154  
155 Shares

**LetsRun.com**  
@letsrundotcom  
Follow

2017 Spartan World Championship Women's Highlights - Lindsay Webster Wins:  
[youtu.be/B55vFIXj\\_74?a](http://youtu.be/B55vFIXj_74?a) via @YouTube

2017 Spartan World Championship Women's Highlights - Li...  
For more info go here: <http://www.letsrun.com/?p=159331>  
youtube.com



# ORGANIC SOCIAL

OVERVIEW 9/30/2017 - 10/1/2017

Total Social Engagements	Total Social Impressions	Total Social Video Views
128,052	11,785,948	2,580,880
Avg. Social Engagements per post	Avg. Social Reach per post	Avg. Social Video Views per post
4,373	89,287	7,875

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# TAHOE LIVE STREAM PERFORMANCE

Platform	Total Reach	Total Engagements	Total Views
Facebook	8,279,436	47,783	1,524,713
Twitter*	152,201	642	45,188
Instagram*	950,000	48,453	229,299
<b>TOTAL LIVE STREAM</b>	8,279,436	47,783	1,524,713
<b>TOTAL</b>	<b>9,610,936</b>	<b>96,878</b>	<b>1,799,200 to date</b>

## Demographics

- MALE: 61%
- FEMALE: 39%
- Highest demo: Male, 24-35
- Avg View Duration:

## Facebook Viewers



## Top Location



\*Not live stream, clips from race

# COMPETITOR LIVE VIDEO COMPARISON



## 2017 CrossFit Games: Individual - 2223 Intervals

Sunday Part 4 | Individual 2223 Intervals The women lead, featuring Tia-Clair Toomey - Athlete, Kara Webb, Tennil Reed, Annie Thorisdotti...

2 months ago · 1.1M Views



**Packed house at Pyramid Scheme presented by Merrell**

76K views · September 30



**Feelin the chill at Arctic Enema at Tough Mudder Dallas presented by Merrell**

37K views · September 30



**We're live at Funky Monkey at Tough Mudder Dallas presented by Merrell**

42K views · September 30

### Top Performing CrossFit LIVE Video Stream

1.1M

### Top Performing Tough Mudder LIVE Video Stream

76K



Total Tahoe LIVE Views	Total Spartan US Champs LIVE Views	Total CrossFit Games 17 LIVE Views	Tough Mudder East Champs Views
1.5m	3.1m	1.1M	759k
Reach	Reach	Reach	Reach
8.2m	12.4m	N/A	N/A
Likes	Likes	Likes	Likes
9.4k	20.1k	15k	1.9k
Shares	Shares	Shares	Shares
2.6k	3.5k	2.2K	339
Comments	Comments	Comments	Comments
8.7k	4.2k	7.3K	1k

# PLATFORM BREAKOUT

	Total Posts	Total Impressions	Total Engagements	Total Views
FACEBOOK	44	6921492	23269	2254873
TWITTER	61	390676	1806	44336
INSTAGRAM	27	4473780	102977	281671
	<b>132</b>	<b>1,178,5948</b>	<b>128052</b>	<b>2,580,880</b>
	Total Posts	Avg. Impressions	Avg. Engagements	Avg. Views
FACEBOOK	44	157307	529	20986
TWITTER	61	6405	30	1847
INSTAGRAM	27	90621	3814	23473

# ORGANIC SOCIAL

## TOP PERFORMERS

### Most Engaging Posts

#### Facebook

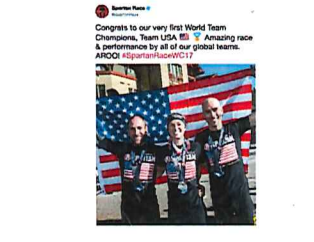
- World Champion Podium Shots
  - 1,507 engagements
- Ultra Beast Racers Prepare
  - 1,192 engagements
- Robert Killian Ape Hanger in 1st
  - 1,133 engagements

#### Twitter

- Cody Moat Champion Finish
  - 179 engagements
- Ultra Beast Racers Take Off
  - 147 engagements
- 1st World Team Champions
  - 114 engagements

#### Instagram

- X15 Trifectas
  - 8,406 engagements
- Rea Kolbl UB Win
  - 7,390 engagements
- Cody Moat Win
  - 7,351 engagements



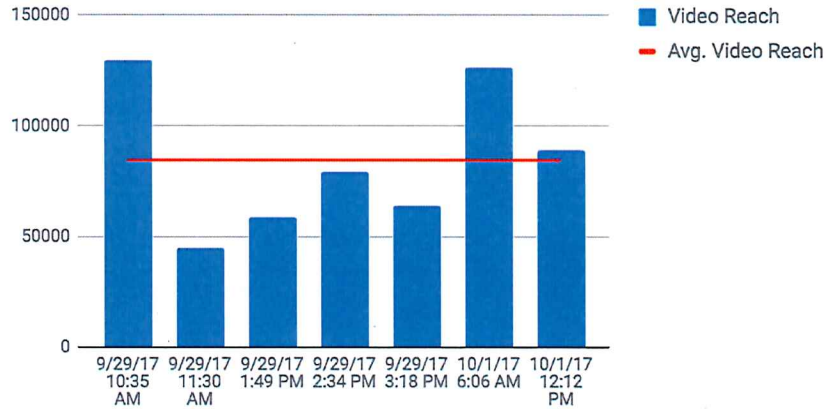
© 2017 SPARTAN RACE, INC. | SPARTAN RACE



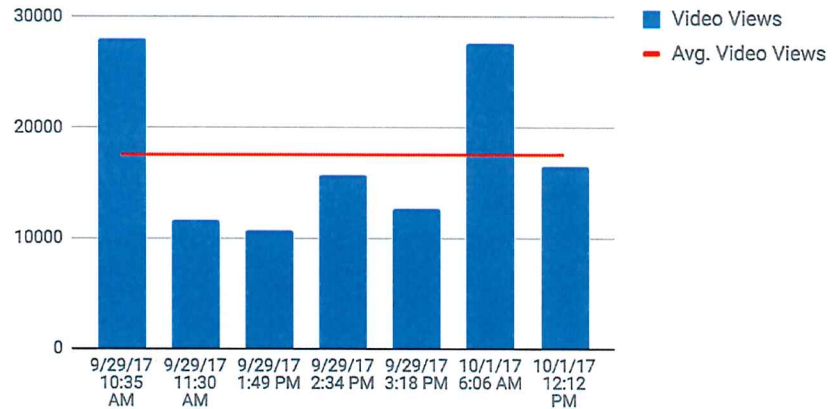
# LIVE VIDEO PERFORMANCE

## SPARTAN MAIN

LIVE VIDEO: Video Reach and Avg. Video Reach



LIVE VIDEO: Video Views and Avg. Video Views



●The Joe DI and Amelia Friday Interview and the UB Men's Start video were the top-performing Live videos of the week, with a total of **28k views / 130K Reach / 471 engagements** & **28k views / 126K Reach / 894 engagements**

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# RACER DEMOGRAPHICS

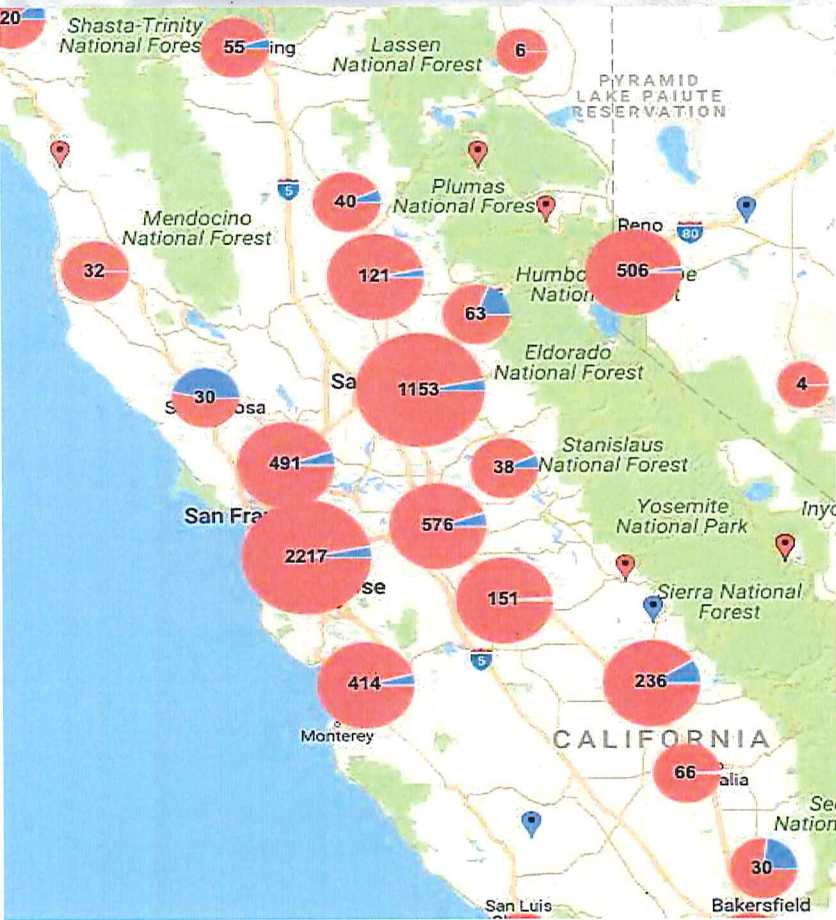
Category	Sub-Category	Lake Tahoe Spartan Beast 2017	Lake Tahoe Spartan Ultra Beast 2017
Miles Traveled	< 25 Miles	219	1
	< 50 Miles	374	25
	< 75 Miles	630	30
	< 100 Miles	726	26
	< 200 Miles	3,864	199
	< 300 Miles	304	19
	< 400 Miles	1,217	218
	< 500 Miles	705	101
	Over 500 Miles	1,454	273
	International	249	22
Age Groups	<20	981	13
	20-24	692	61
	25-29	1,765	164
	30-34	1,951	217
	35-39	1,749	211
	40-44	1,255	149
	45-49	800	70
	50-54	359	18
	55-59	135	11
	60-64	42	-
	65-70	9	-
70>	4	-	
Error	-	-	
Gender	M	6,527	742
	F	3,215	172
<b>Grand Total</b>		<b>9,742</b>	<b>914</b>







# CENTRAL CALIFORNIA



# INTERNATIONAL



# SPARTAN RACE CONTRIBUTION TO LOCAL ECONOMY

Category	Amount
Staff/VIP Lodging	\$232,516
Staff/VIP Hospitality-Meals	\$72,000
Hired Services	\$9,000
Rentals	\$114,000
Build Supplies	\$33,000
<b>Total Direct Contribution</b>	<b>\$460,516</b>



# SURVEY RESULTS

**Q18: Please describe your accommodations for this event.**

ANSWER CHOICES	RESPONSES	
Did not stay overnight	9.50%	81
Hotel / motel	41.97%	358
Condo	6.68%	57
Bed & Breakfast	0.47%	4
Vacation home rental (Air B&B, VRBO, Homeaway, etc.)	24.15%	206
In a second home / vacation unit	3.40%	29
With friends / family who live in the area	7.15%	61
Tent / RV / camping	2.23%	19
Other (please specify)	4.45%	38
<b>TOTAL</b>		<b>853</b>

# SURVEY RESULTS

**Q20: How many nights in total did you stay in the area on your trip?**

ANSWER CHOICES	RESPONSES	
None	11.56%	98
1	12.26%	104
2	44.10%	374
3	18.75%	159
4	8.25%	70
5	3.07%	26
6 or more	2.00%	17
<b>TOTAL</b>		<b>848</b>

# ECONOMIC IMPACT

## SUMMARY OF DIRECT SPENDING IMPACTS FROM NON-LOCAL SOURCES - Page 8

After providing information regarding (1) Event Spectators, (2) Event Participants, and (3) Other Common Sources of Non-Local Spending, this yields the following summary of Direct Spending Impacts associated with this event:

<b>DIRECT SPENDING BY NON-LOCAL EVENT SPECTATORS</b>	\$325,248.75
<b>DIRECT SPENDING BY NON-LOCAL EVENT PARTICIPANTS</b>	\$4,308,834.37
<b>DIRECT SPENDING from OTHER NON-LOCAL SOURCES</b>	\$635,000.00
<b>TOTAL DIRECT SPENDING from ALL NON-LOCAL SOURCES</b>	\$5,269,083.12
This is inclusive of hotel expenditures	

# SURVEY RESULTS

**Q21: How many people were with you in your immediate travel party (including yourself)?**

ANSWER CHOICES	RESPONSES	
1 (by myself)	12.25%	104
2	27.80%	236
3	16.49%	140
4	13.78%	117
5	9.78%	83
6 or more	19.91%	169
<b>TOTAL</b>		<b>849</b>

# SURVEY RESULTS

## *Q23: Where was your lodging located?*

<b>ANSWER CHOICES</b>	<b>RESPONSES</b>	
Truckee	24.93%	182
Tahoe City	29.18%	213
Kings Beach	8.77%	64
Squaw Valley	29.32%	214
Incline Village	3.84%	28
Northstar	3.97%	29
<b>TOTAL</b>		<b>730</b>

# SURVEY RESULTS

Q24: What is the likelihood that you'll return to North Lake Tahoe?

ANSWER CHOICES	RESPONSES	
· Not likely to return	3.76%	32
· Slightly likely to return	11.16%	95
· Likely to return	31.14%	265
· Extremely likely to return	53.94%	459
<b>TOTAL</b>		<b>851</b>



SPARTAN RACE | 234 CONGRESS STREET | BOSTON, MA 02110



# North Lake Tahoe Resort Social Reporting

September 2017 - Present

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# FACEBOOK

## NORTH LAKE TAHOE POSTS

### Most Engaging Posts

#### Facebook

- 9/18 Tune In Teaser
  - 3,730 engagements
- 9/25 Countdown/ Snow has fallen Teaser
  - 3,623 engagements
- 9/22 Countdown Begins Teaser
  - 3,546 engagements

<b>Total Posts</b>
29
<b>Total Impressions</b>
4,895,878
<b>Total Engagements</b>
19,863



\*Twitter engagements are not representative of clicks



# TWITTER

## NORTH LAKE TAHOE POSTS

### Most Engaging Posts

#### Facebook

- Mother Nature Video
  - 804 engagements
- Team Latin-America Assembles
  - 409 engagements
- Cody Moat Multi-rig Video
  - 408 engagements

<b>Total Posts</b>
23
<b>Total Impressions</b>
16,5158
<b>Total Engagements</b>
5,100

**Spartan Race** @SpartanRace  
 Mother Nature's adding a new layer of obstacles to the Spartan World Championship in @TahoeNorth. Who's ready for #surprises? 🌨️: @squawalpine




3:51 PM · 21 Sep 2017  
 29 Retweets 150 Likes

**Spartan Race** @SpartanRace  
 Latin America has assembled 3 teams to compete this weekend in @TahoeNorth. Which country will come out victorious? #SpartanRaceWC17 🇲🇪🇧🇷🇨🇱



2:35 PM · 27 Sep 2017  
 12 Retweets 43 Likes

**Spartan Race** @SpartanRace  
 The Multi-Rig has been a game changer in @TahoeNorth this weekend. Did you see Cody Moat's unexpected finish? #SpartanRaceWC17 #RoadToTahoe



6:53 PM · 30 Sep 2017  
 7 Retweets 43 Likes

**Spartan Race** @SpartanRace  
 The snow has fallen, the trailers are unloaded and the obstacles are being placed. The countdown to Lake @TahoeNorth has begun. #RoadToTahoe



6:44 PM · 28 Sep 2017  
 29 Retweets 80 Likes

**Spartan Race** @SpartanRace  
 World Championship Pro-Tip 📺 RT if this will be YOU at the 2017 @TahoeNorth World Championship. AFOOT! 🏃  
[sprtn.im/RoadToTahoe2017](https://sprtn.im/RoadToTahoe2017) #nowthisnews



9:28 PM · 28 Sep 2017  
 81 Retweets 161 Likes

**Spartan Race** @SpartanRace  
 Are you ready for the Twister to be twisted up a notch at @TahoeNorth? [sprtn.im/RoadToTahoe\\_20...](https://sprtn.im/RoadToTahoe_20...) #RoadToTahoe



10:09 AM · 12 Sep 2017  
 4 Retweets 14 Likes

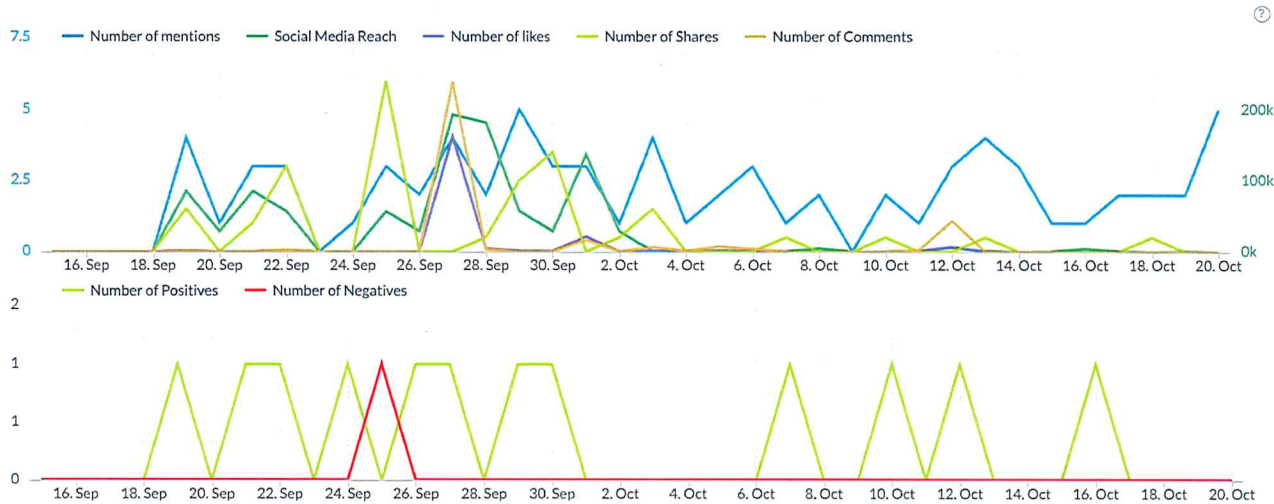
\*Twitter engagements are not representative of clicks

# OVERALL ACTIVATION PERFORMANCE

## NORTH LAKE TAHOE POSTS

@Tahoenorth  
Dashboard > Mentions

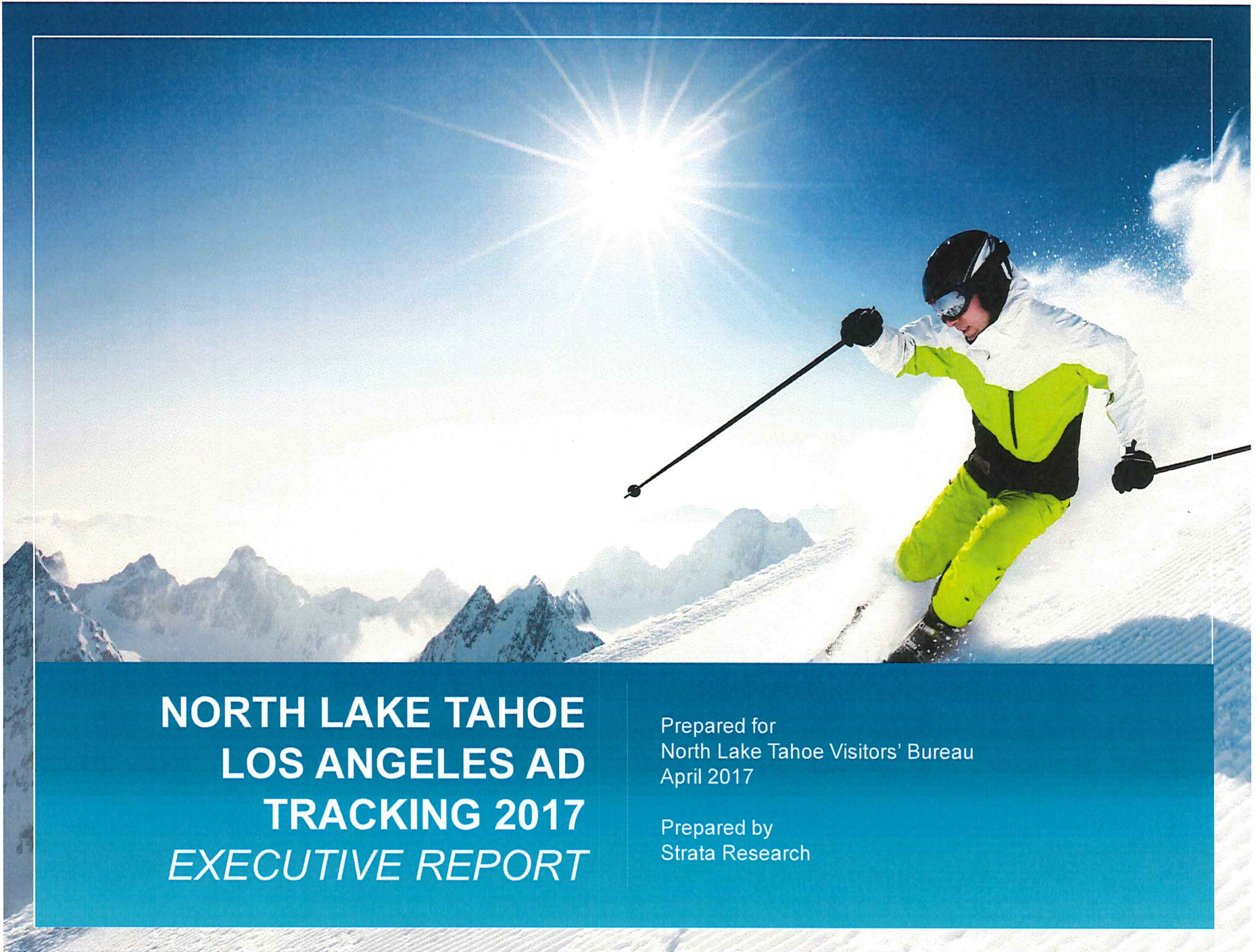
Days Weeks Months 2017-09-15 - 2017-10-20



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<b>Total Posts</b>
52
<b>Total Mentions</b>
74
<b>Total Impressions</b>
5,061,036
<b>Total Engagements</b>
24,963





**NORTH LAKE TAHOE  
LOS ANGELES AD  
TRACKING 2017  
*EXECUTIVE REPORT***

Prepared for  
North Lake Tahoe Visitors' Bureau  
April 2017

Prepared by  
Strata Research



In specific, this research set out to:

Understand resort awareness and  
visitation, to include North and South Lake  
Tahoe preferences and perceptions

Learn of travel preferences, including year  
round activities

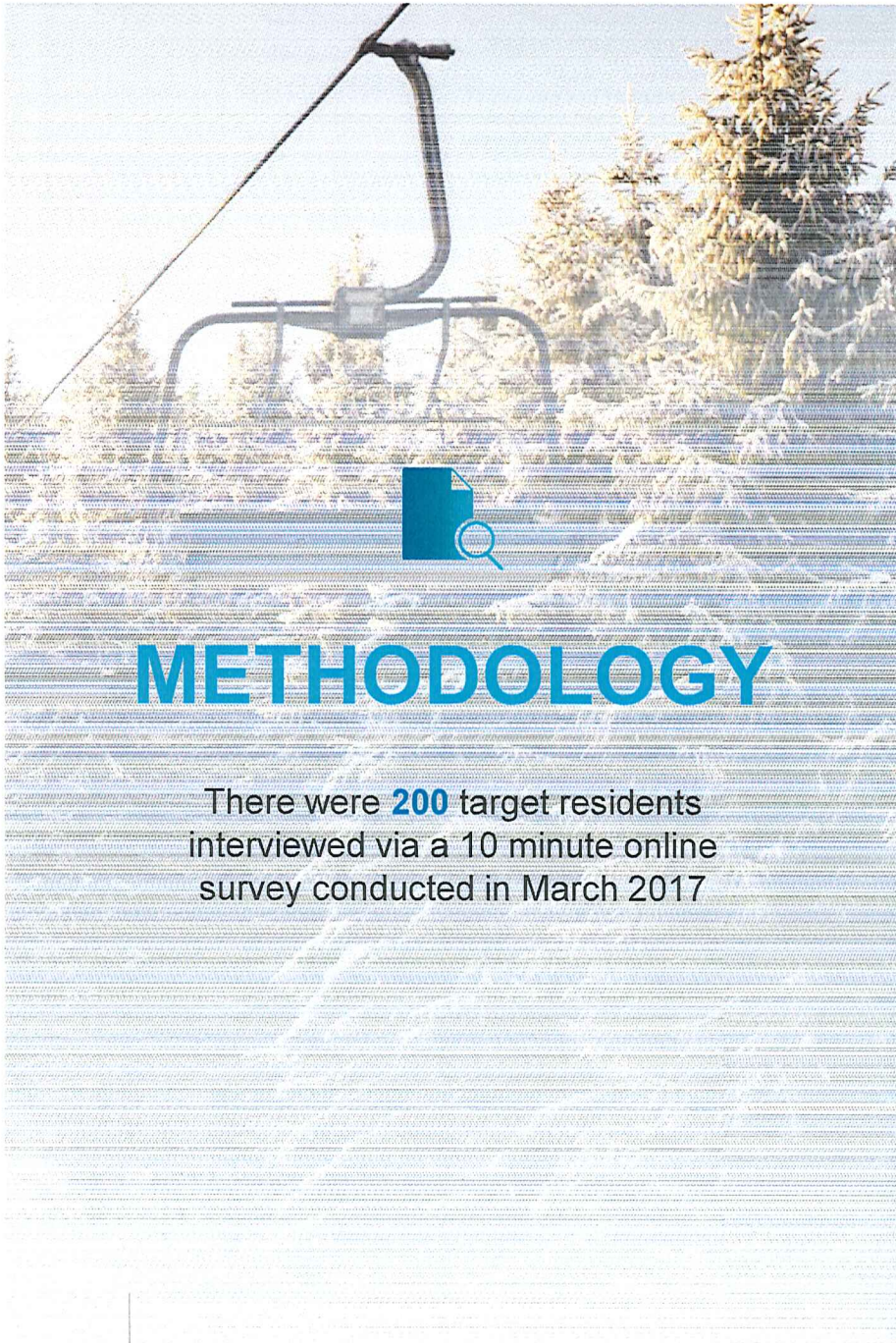
Gauge awareness and brand perception of  
North Lake Tahoe

Track and trend any differences from  
previous research

## BACKGROUND

Since 2008, research has been  
conducted in Los Angeles to determine  
North Lake Tahoe advertising efficacy  
over time as well as overall visitation  
patterns and perceptions toward North  
Lake Tahoe. This report represents  
the most current awareness and  
perceptions among Los Angeles  
residents.





## METHODOLOGY

There were **200** target residents interviewed via a 10 minute online survey conducted in March 2017

### Participants were screened to have the following criteria:

Adults 25 to 54 years of age

With a HHI of \$75K or more

With a propensity to visit a mountain destination within the past year

As well as those who have a propensity to visit Lake Tahoe as a winter or summer vacation destination

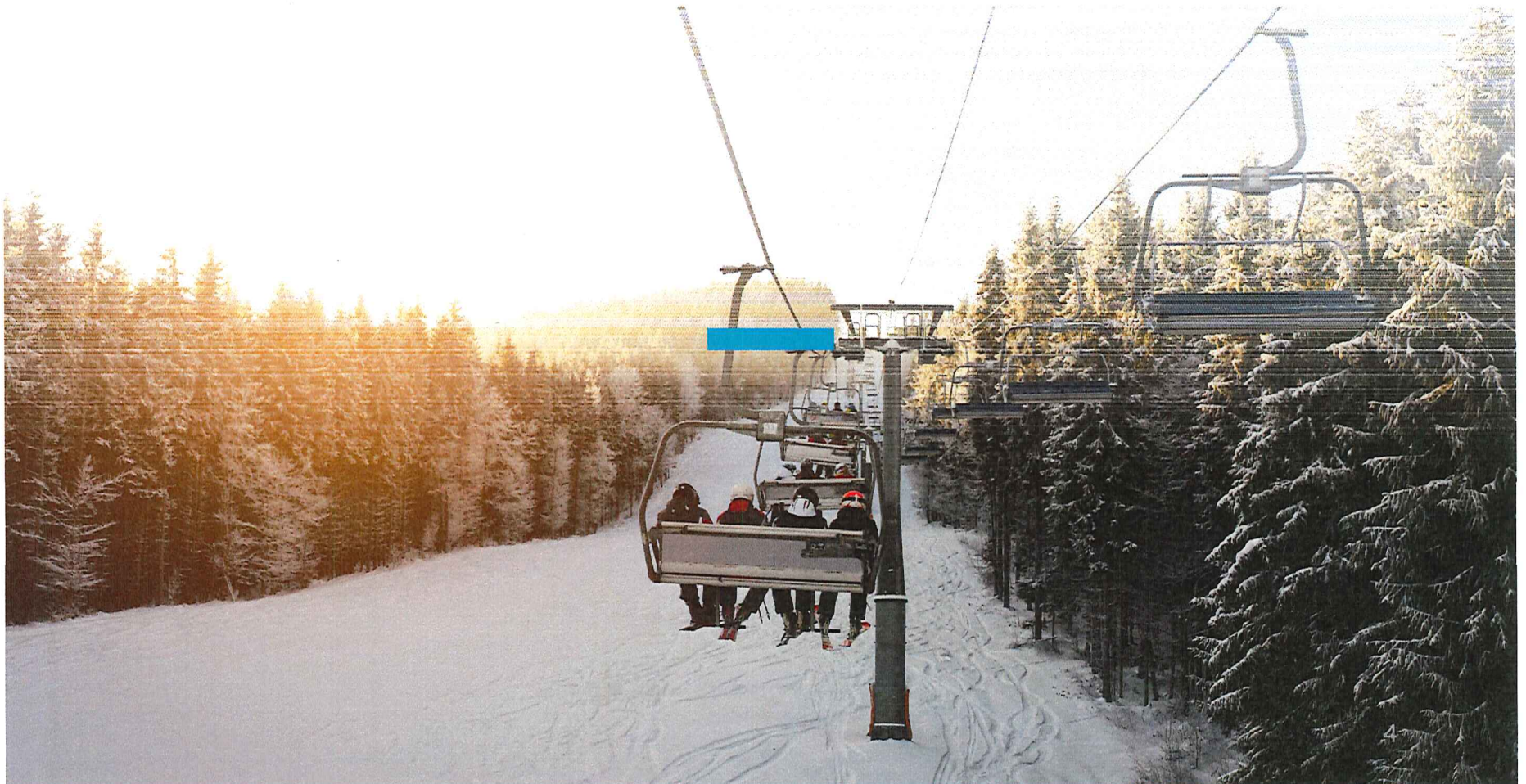
Who live in the Los Angeles DMA

Throughout this report, we will denote findings that are statistically significant at the 95% confidence level, an industry standard


*Some percentages may not add up to 100% due to rounding*



# SUMMARY OF FINDINGS







## North Lake Tahoe is a top competitive resort destination, particularly compared to South Lake Tahoe

- Compared to other competitive destinations, North Lake Tahoe was considered much better by 2 to 1
- The region being generally better, while having beautiful scenic views, were why its competitively better
- Compared to South Tahoe, North Lake Tahoe resort awareness remained similar to 2011, while South Tahoe awareness declined significantly

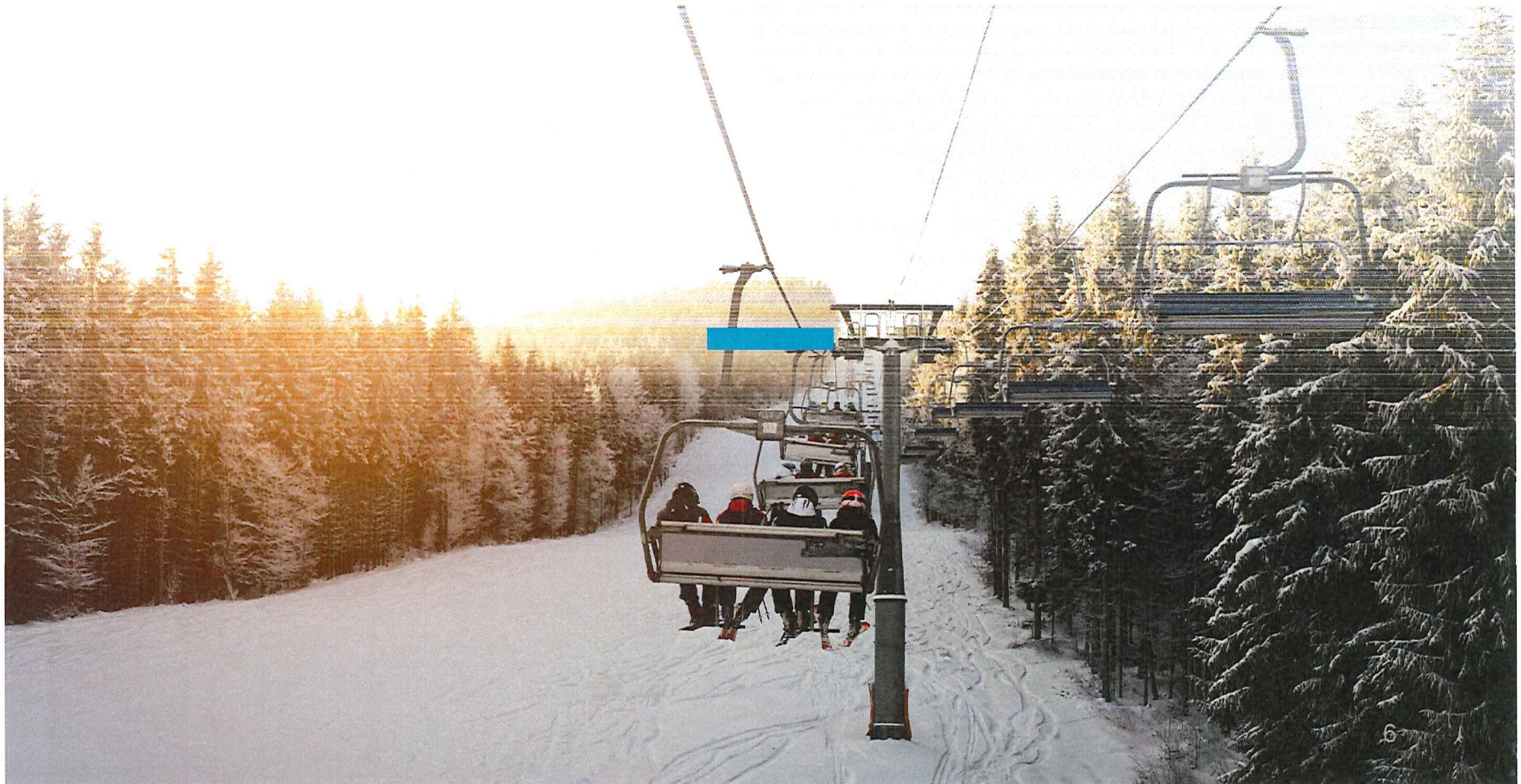
## The North Lake Tahoe's 2017 ad campaign was significantly more successful than any of the earlier campaigns

- Unaided recall of any North Lake Tahoe ads doubled since 2011
- Ad recall of the specific North Lake Tahoe assets increased dramatically since 2011, most notably from Internet and billboard
- As a results, likelihood to visit North Lake Tahoe doubled compared to 2011

# SUMMARY OF FINDINGS



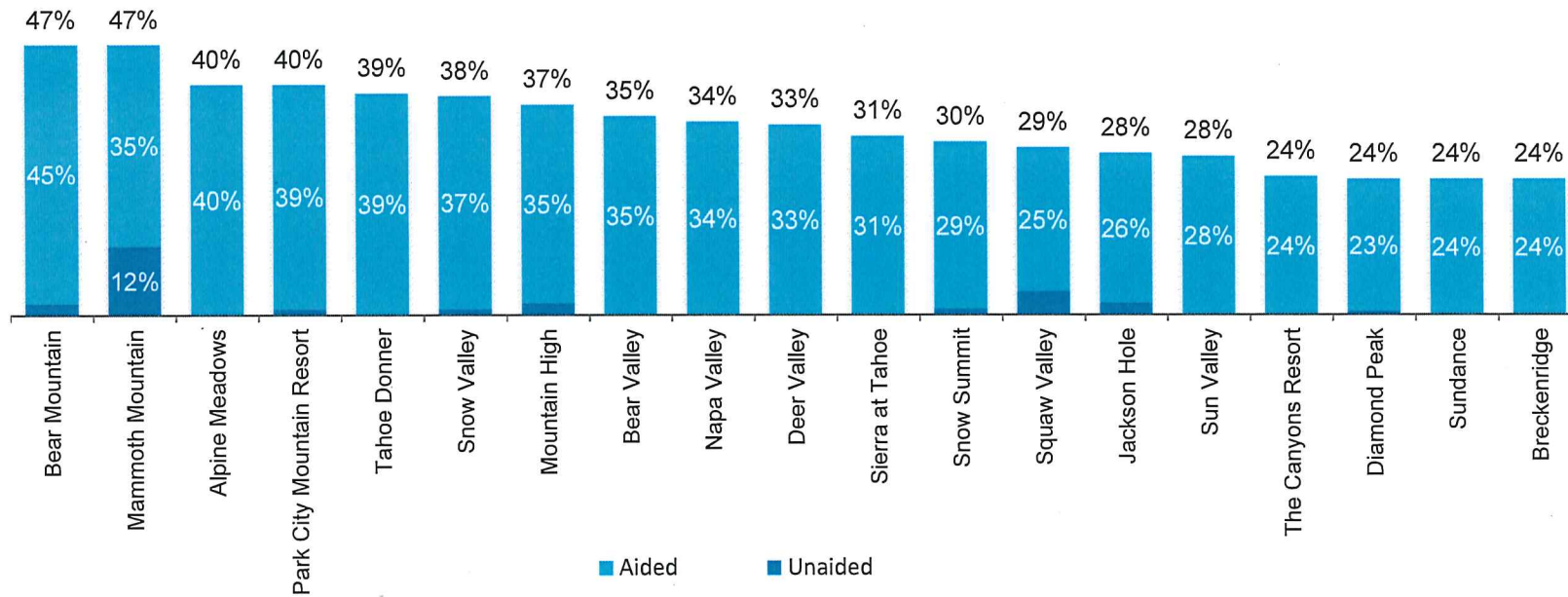
# RESORT AWARENESS & VISITATION



# Resort Awareness

Among Los Angeles target residents, Bear and Mammoth Mountain were the most recalled specific resort destinations

When you think of resort destinations for skiing, snowboarding, biking, paddle boarding, or kayaking, which resorts come to mind? Top Mentions  
Base = Total

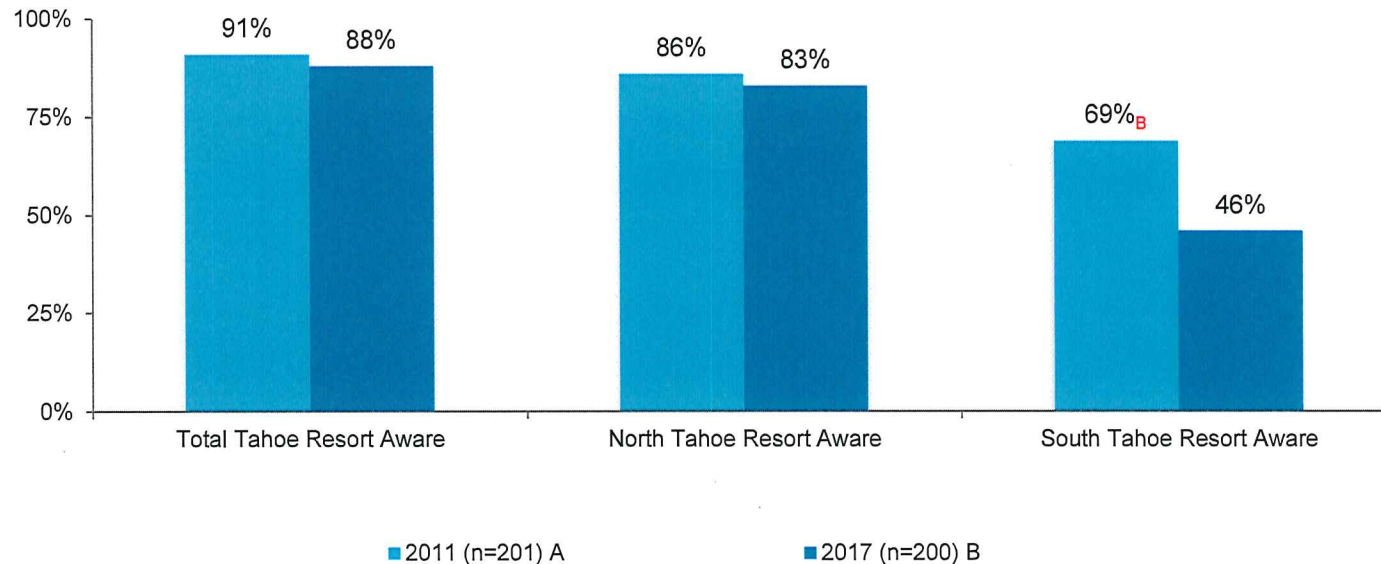




## Lake Tahoe Resort Awareness

General Tahoe resort awareness, as well as those aware of a specific North Lake Tahoe resort, remained relatively similar between 2011 and 2017; South Tahoe awareness dropped significantly

When you think of resort destinations for skiing, snowboarding, biking, paddle boarding, or kayaking, which resorts come to mind?  
Base = Total



A/B Significant at the 95% interval level.

## Visitation Tendencies

The likelihood of visiting a ski or outdoor activity resort destination has increased demonstrably for almost all locations, including North Lake Tahoe

How likely are you to visit the following ski or outdoor activity resort destinations in the next 12 months? Top 2 Box "Likely/Very Likely to Visit" Summary  
Base: Total

	Los Angeles			
	2008 Pre (n=200) A	2008 Post (n=202) B	2011 (n=201) C	2017 (n=200) D
Big Bear	75	73	71	78
South Lake Tahoe	73	69	66	89ABC
Mammoth Mountain	70	68	64	79ABC
North Lake Tahoe	64	67	60	86ABC
Colorado (any resort)	37	33	34	69ABC
Napa Valley (any resort)*	-	-	34AB	70ABC
Monterey (any resort)*	-	-	31AB	63ABC
Utah (any resort)	34	31	28	66ABC
Canada (any resort)*	0	0	25AB	61ABC
Oregon (any resort)	16	18	21	64ABC
Idaho (any resort)	14	15	17	56ABC
Wyoming (any resort)	15	16	14	60ABC
Another destination	30	30	37	50ABC
Santa Cruz	-	-	-	58
Palm Springs	-	-	-	71

Note: Santa Cruz and Palm Springs added in 2017

A/B Significant at the 95% interval level.



# North Lake Tahoe Visitation Rationale

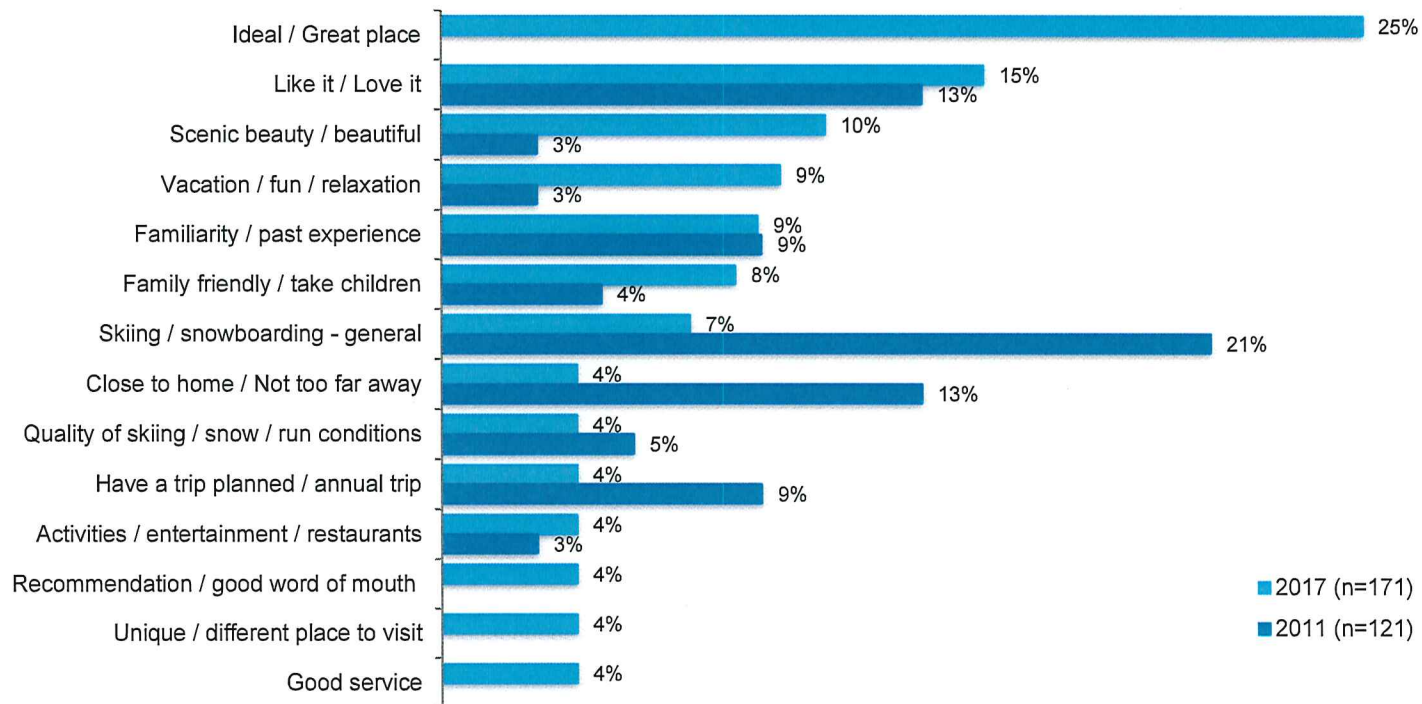
Finding North Lake Tahoe an ideal location that they love were the top reasons why Los Angeles residents were likely to visit North Lake Tahoe in the next 12 months

*Among the 5% (n=9) unlikely to visit North Lake Tahoe, the top reasons were it being too far from home or they had already recently visited*

Why are you likely to visit North Lake Tahoe in the next 12 months? Top mentions

Base = Likely to visit

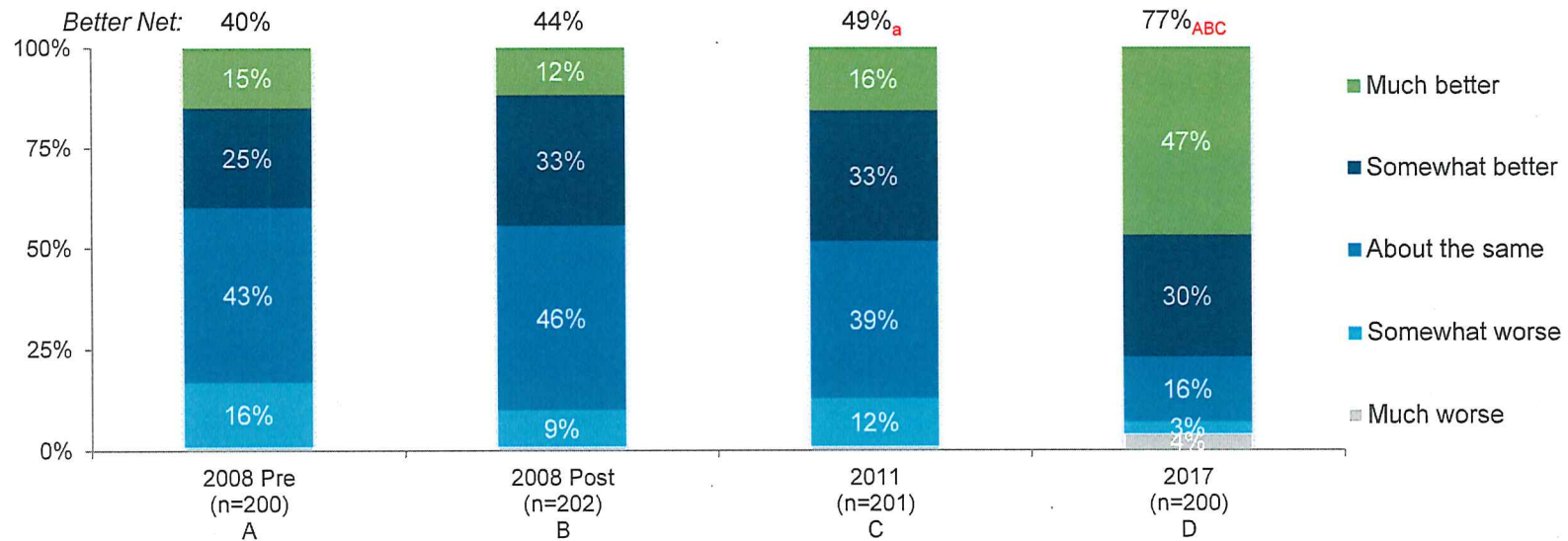
All mentions <4% not charted



# North Lake Tahoe Competitive Comparison

In 2017, North Lake Tahoe stands out significantly better than other competitive resort destinations than any prior year; most notably due to no longer being considered about the same

As a ski or outdoor activity resort destination, how do you think North Lake Tahoe compares to other competitive regional resort destinations (such as Mammoth Lakes, Whistler, Colorado, Utah, etc.?)  
Base: Total



Note: Question reworded in 2011 to include outdoor activity.

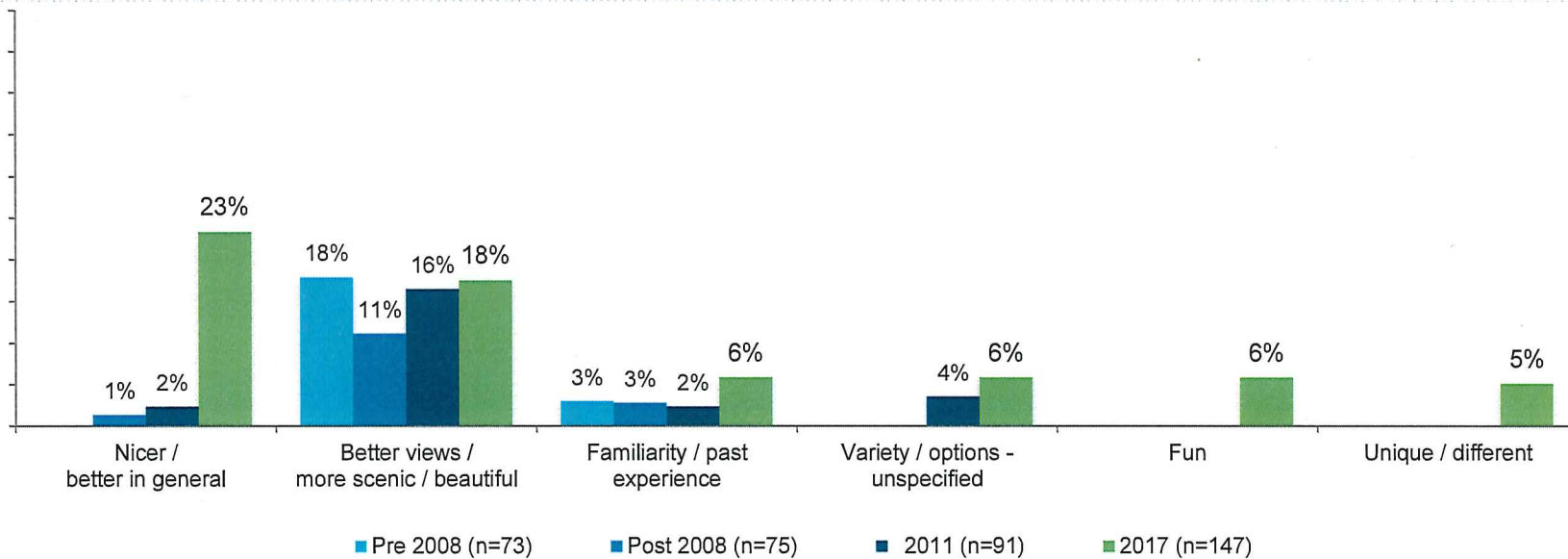
A/B Significant at the 95% interval level. a/b Significant at the 90% interval level.



# Competitive Assessment

In 2017, the location being generally better while having beautiful scenic views were the most common reason North Lake Tahoe is competitively better as a destination  
*In 2011 the quality of snow (20%) and having more ski activities (15%), areas and variety of slopes (14%) were the top three reasons*

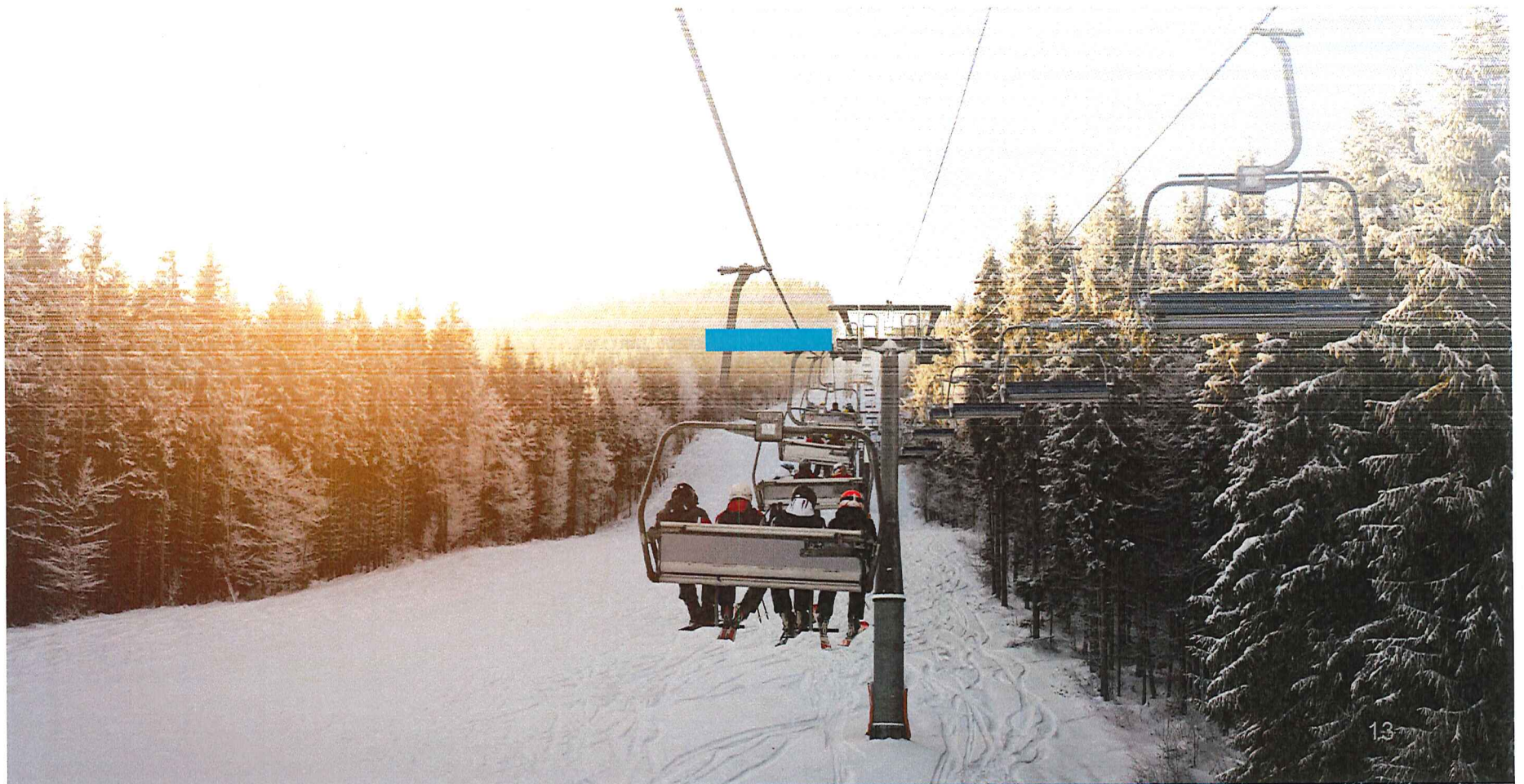
Why do you think it is better? Top mentions  
 Base = Rated North Lake Tahoe better  
 All mentions <5% not charted



Note: Statistical significance differences cannot be calculated due to n <30.

^ Caution small sample size

# AD AWARENESS

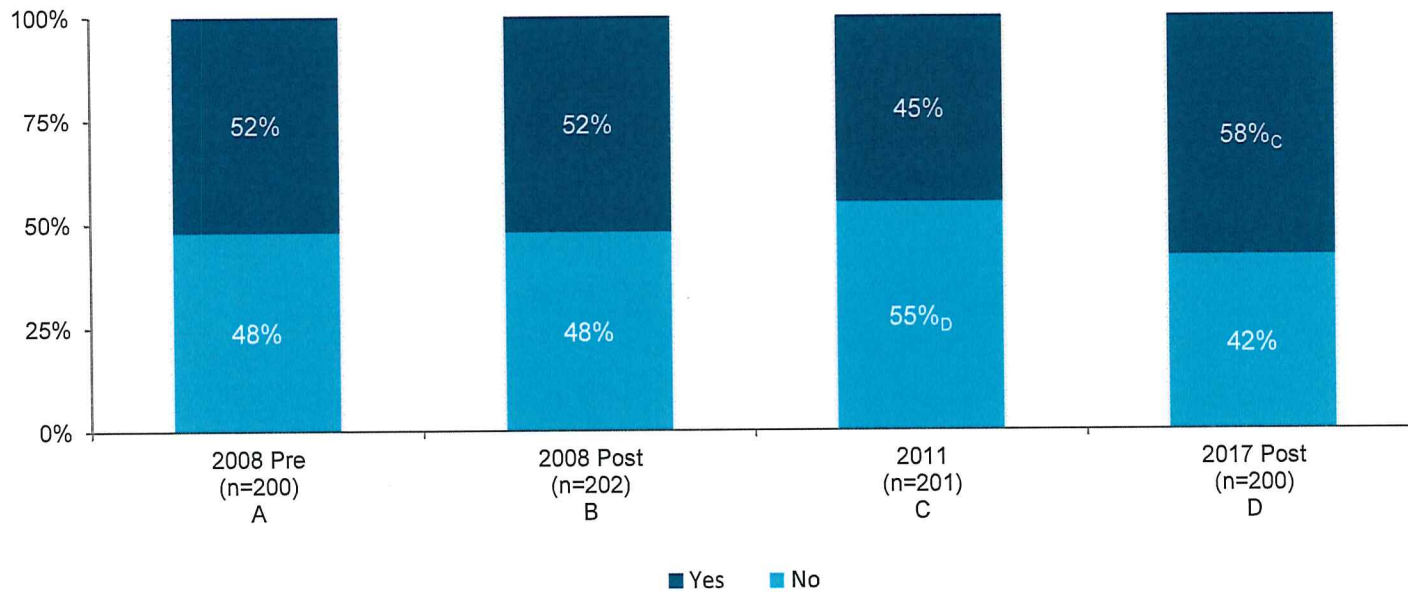




# Ad Awareness

Recall of all Lake Tahoe advertising increased significantly from 2011 to 2017

In the past several months, have you seen or heard any advertising for Lake Tahoe as a travel destination?  
Base = Total

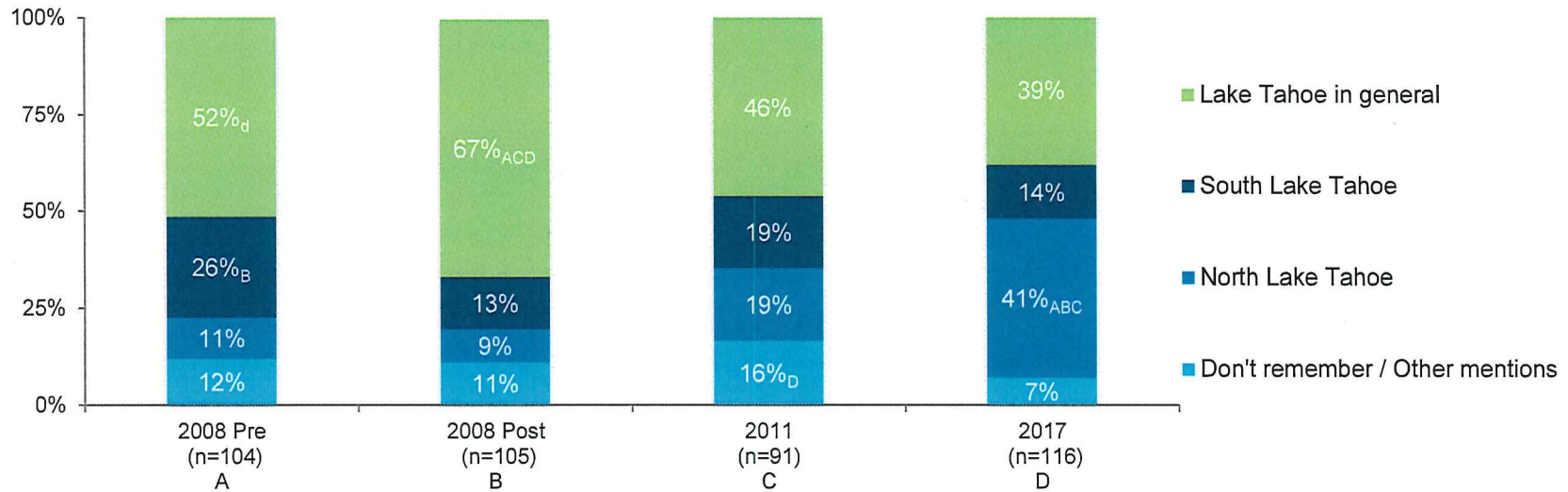


A/B Significant at the 95% interval level.

# Ad Awareness of Specific Lake Tahoe Location

Advertising identified it as being particular to North Lake Tahoe doubled since 2011 and quadrupled since 2008

Was the advertising you saw or heard for...?  
Base = Ad aware



A/B Significant at the 95% interval level. a/b Significant at the 90% interval level.



## Ad Awareness Source

The most likely media through which residents were exposed to Lake Tahoe ads in 2017 was via the Internet, Television, and Facebook

*Significant shifts have occurred over the past six years, with significantly fewer residents citing other traditional mediums of magazines, radio, newspapers, and direct mail*

Where have you seen or heard these ads?  
Base = Ad aware

	2008 Pre (n=104) A	2008 Post (n=105) B	2011 (n=90) C	2017(n=90) C
Magazine / Travel planner	60CD	62CD	41	37
Internet	53	43	44	74ABC
Television	9	55AC	34A	55AC
Email	25	18	28b	22
Billboard	17	12	11	16
Radio	1	1	9AB	23ABC
Public place ad (i.e., pub, wall mural)	13	10	17	23aB
Newspaper	0	2	17AB	24AB
Direct mail	4	9	14A	16A
Facebook*	0	0	17AB	53ABC

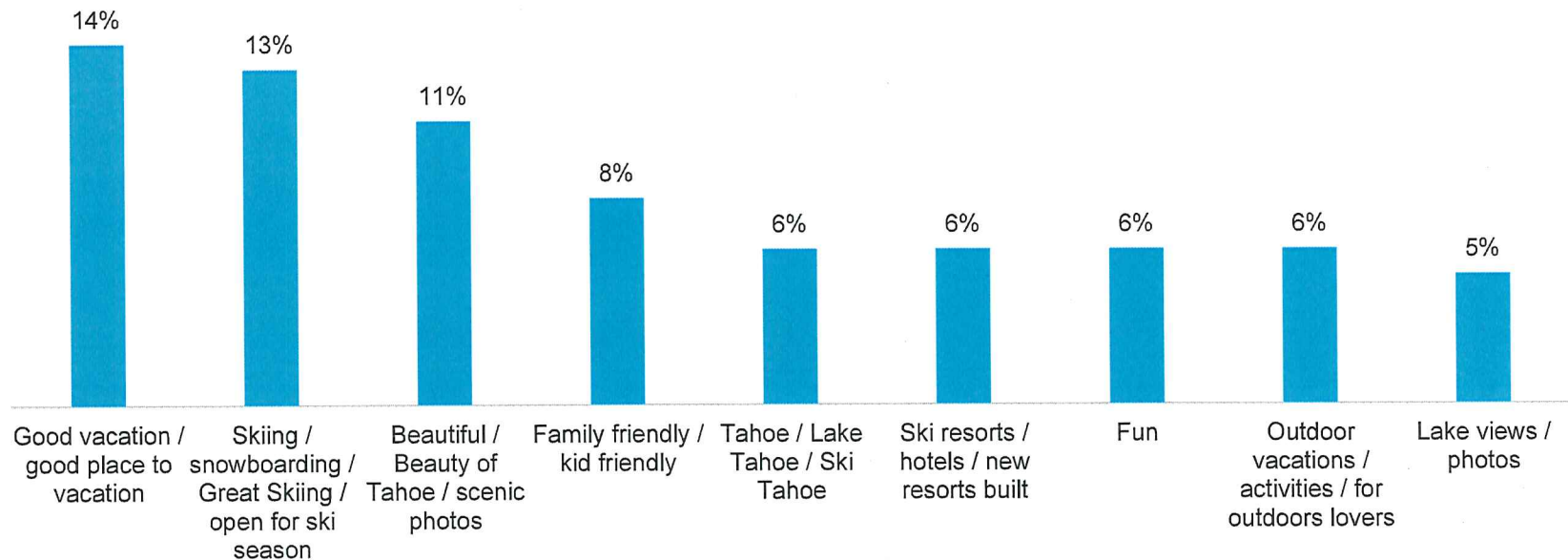
\* Facebook asked in 2011 survey only

A/B Significant at the 95% interval level. a/b Significant at the 90% interval level.

## Unaided Message Recall

Tahoe being a good place to vacation with great skiing in a beautiful area were what those aware of any advertising recalled most

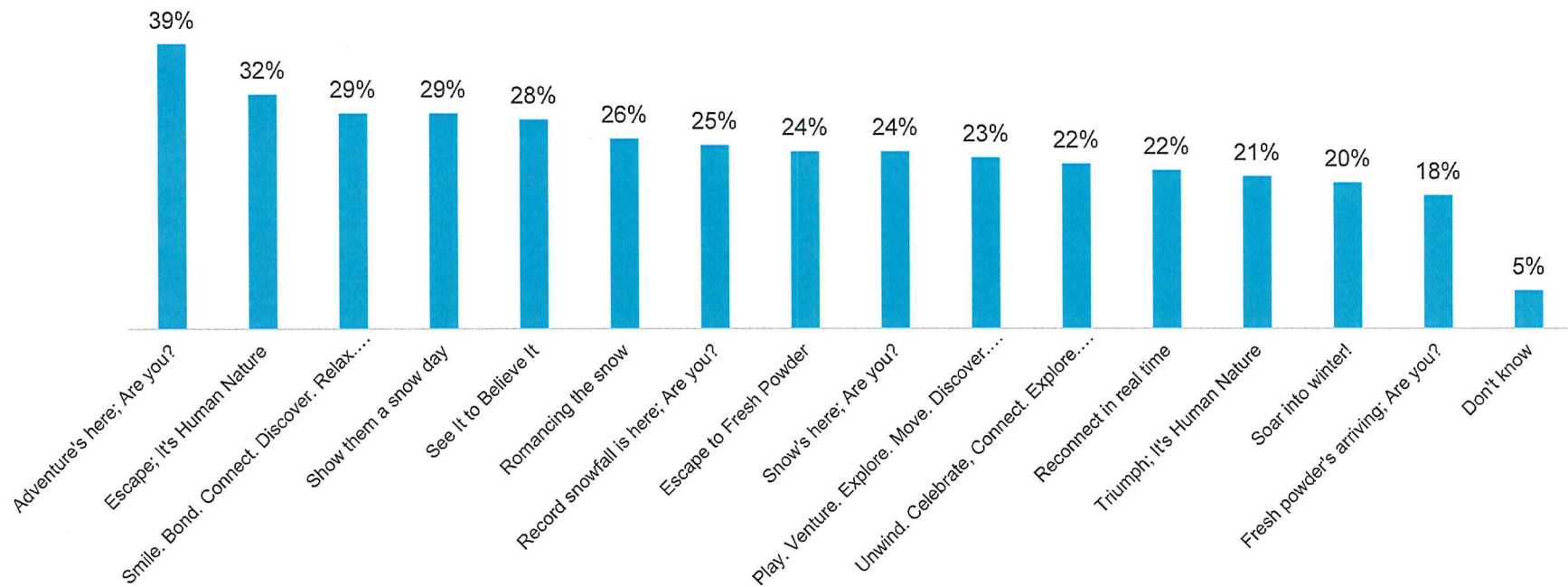
What do you recall from the ad(s) that you saw or heard? Top mentions  
Base = Ad aware (n=116)  
All mentions <4% not charted



## Unaided Message Recall

In terms of messaging, “Adventure’s here; Are you?” was the top recalled message residents recall seeing or hearing

What messages, if any, do you recall from the ad(s) that you saw or heard? Top mentions  
Base = Ad aware (n=152)

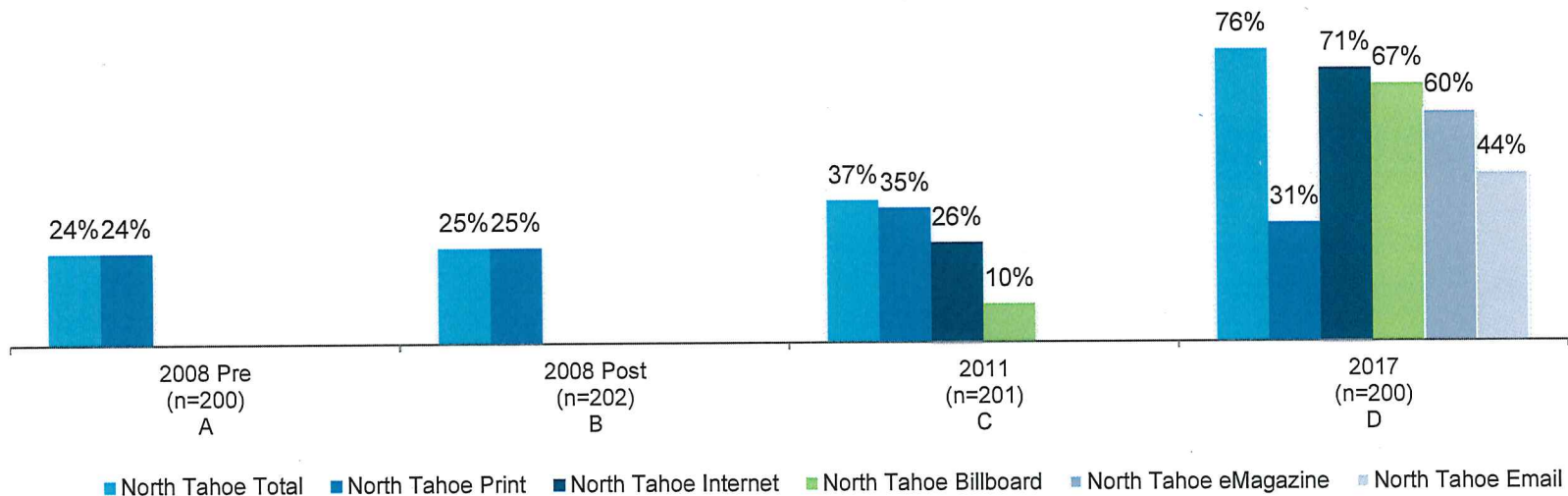




# North Lake Tahoe Ad Awareness Over Time

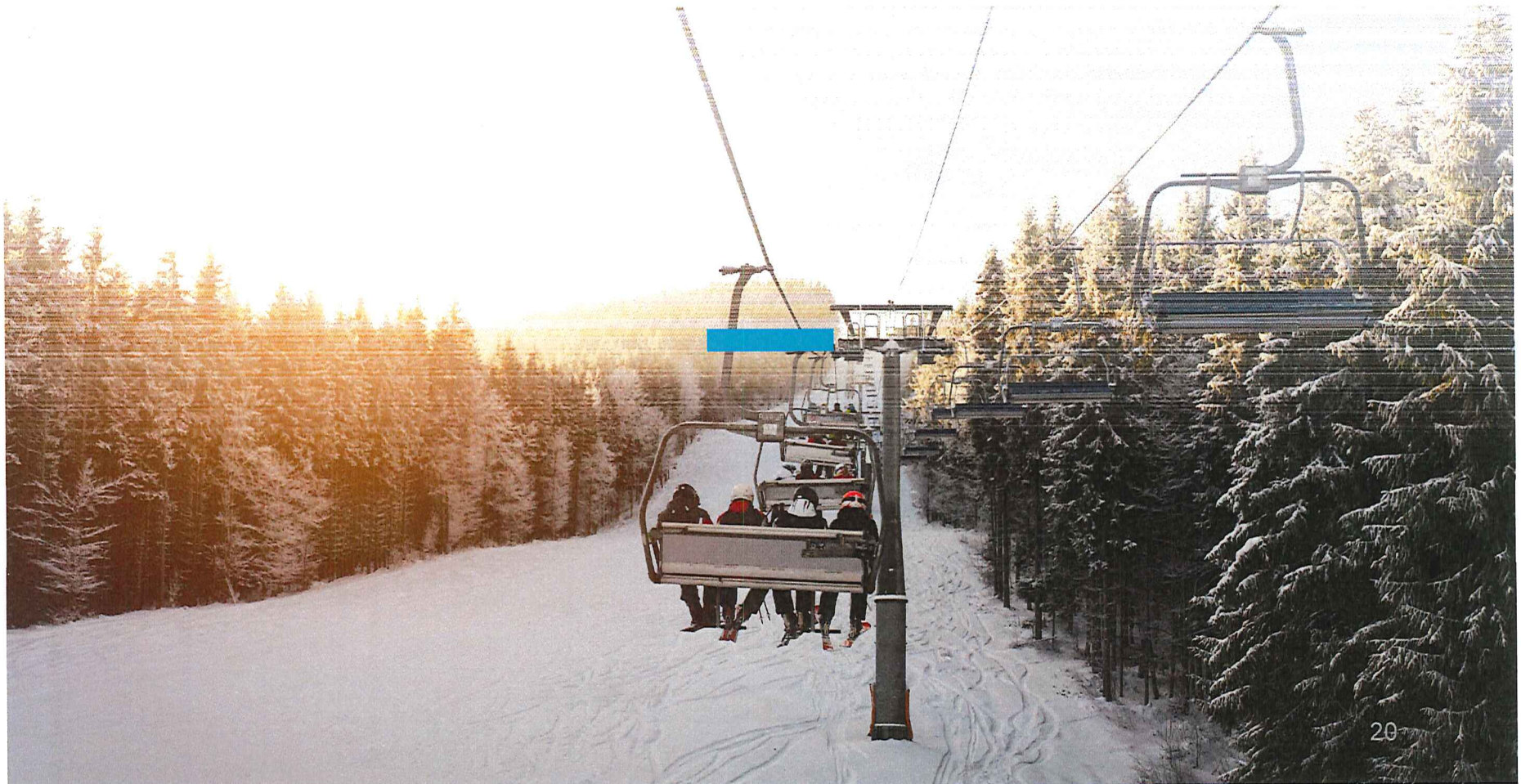
Ad recall of the specific North Lake Tahoe ad campaign assets in Los Angeles increased significantly across all mediums except print

Which, if any, of the following ads do you recall seeing?  
Base: Netted back to Total



Note: NLT Internet and Billboard only measured in 2011. NLT eMagazine and Email only measured in 2017.

# NORTH LAKE TAHOE AD IMPRESSIONS

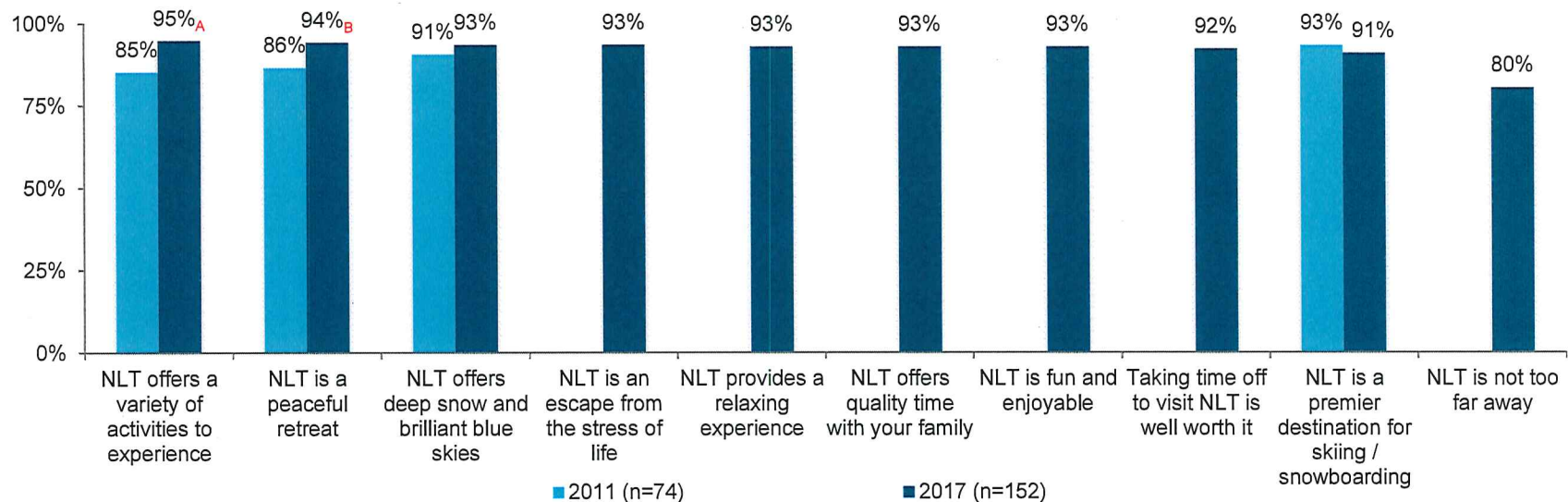




# North Lake Tahoe Ad Impressions

The print, Internet, and email ads gave strong impressions that North Lake Tahoe offers a variety of activities and experiences and is a peaceful retreat; impressions resonating significantly more so than in 2011

How strongly did the ad(s) give you the impression that North Lake Tahoe...? Top 2 Box  
 "Somewhat/Definitely Did" Summary  
 Base: Aware of North Lake Tahoe Print / Billboard/ Internet Ads



Note: certain messages were not tested in 2011 and therefore have no data to report for that year

A/B Significant at the 95% interval level.



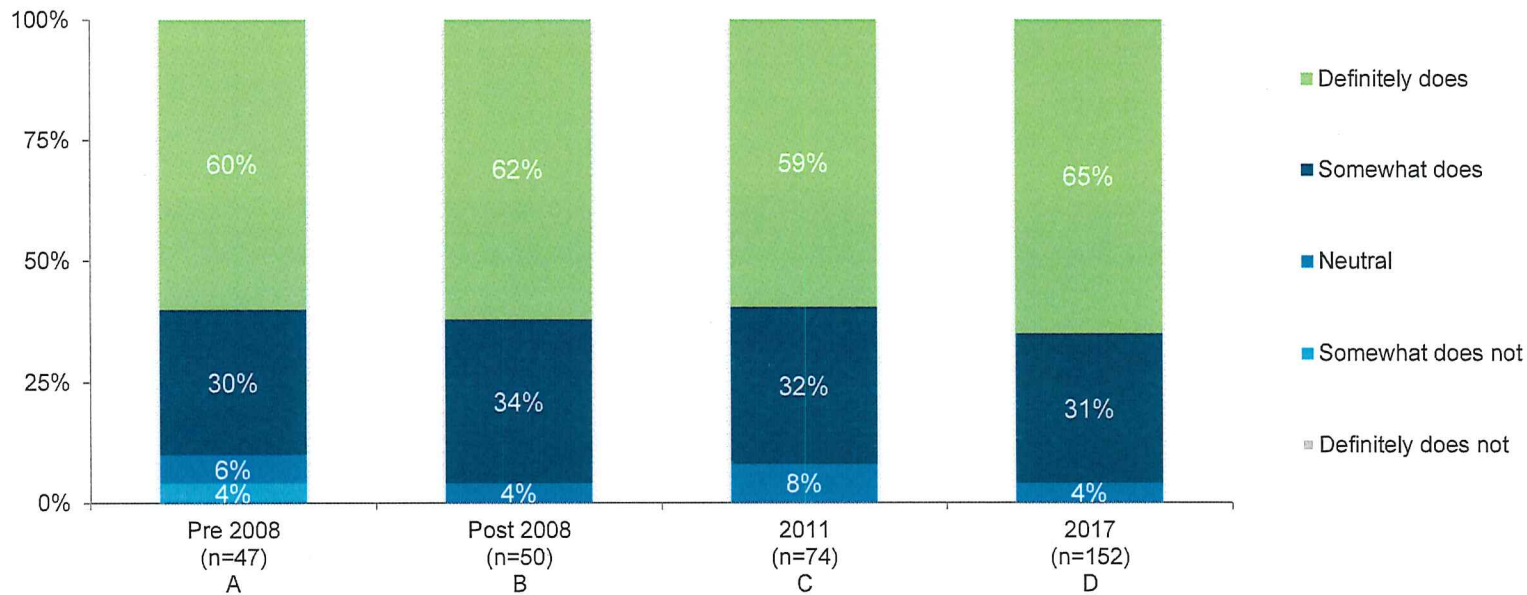
# North Lake Tahoe Ad Campaign Image Conveyance

2 out of 3 Los Angeles residents believe that the ads for North Lake Tahoe *definitely* illustrate the essence of it being a captivating vacation destination

*Though percentage increases were evident in 2017, there were no significant differences between years*

Do you think the images in the ad(s) illustrate the essence of North Lake Tahoe as a captivating vacation destination?

Base: Aware of North Lake Tahoe Print / Billboard/ Internet Ads

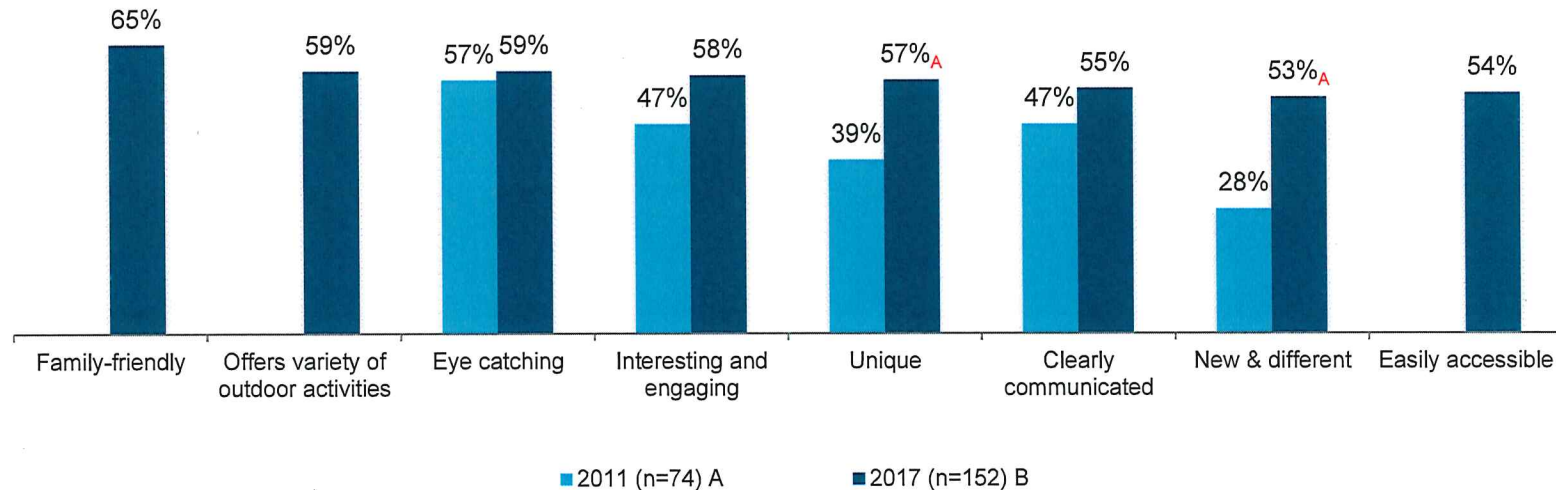


A/B Significant at the 95% interval level.

## North Lake Tahoe Ad Characteristics

The ads were considered to strongly convey almost all characteristics equally as high in 2017, and significantly higher than 2011 for being unique and conveying North Lake Tahoe to be new and different

How much do you agree or disagree that the ad(s) is/are...? "Strongly Agree" Mentions Charted  
Base: Aware of North Lake Tahoe Print / Billboard/ Internet Ads



Note: certain attributes were not tested in 2011 and therefore have no data to report for that year

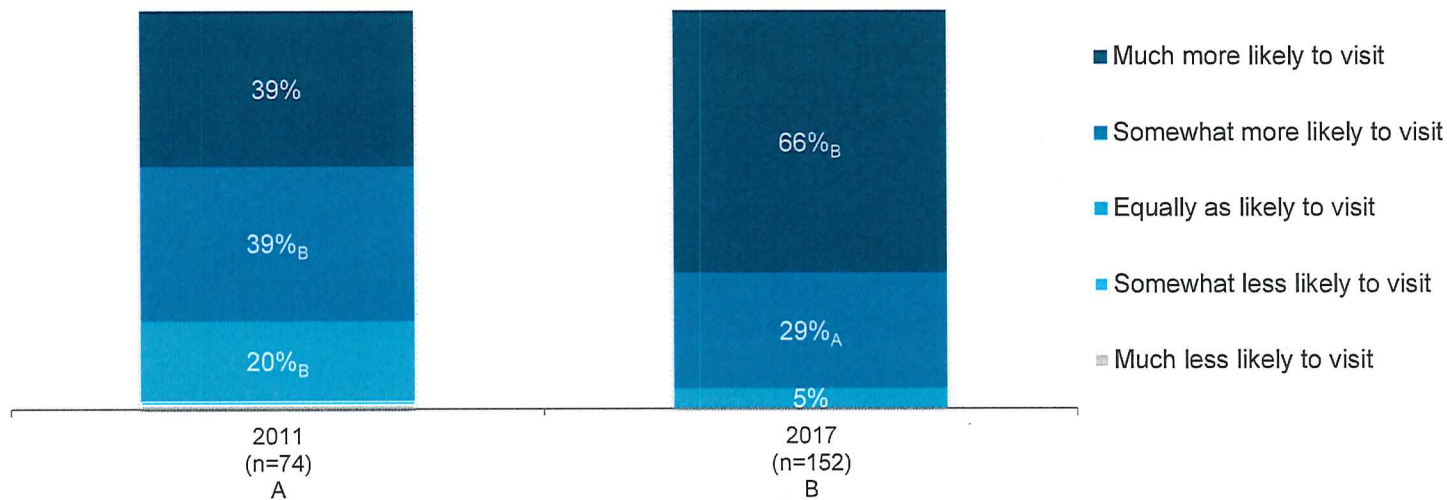
A/B Significant at the 95% interval level.



# North Lake Tahoe Ad Campaign Impact on Visitation

The ads had a significantly higher impact on North Lake Tahoe visitation in 2017 given its being considered a premier destination for skiing and snowboarding

How did the ad(s) affect your likelihood to visit North Lake Tahoe as a premier destination for skiing / snowboarding?  
 Base: Aware of North Lake Tahoe Print / Billboard/ Internet / Email Ads



A/B Significant at the 95% interval level.



# North Lake Tahoe Ad Campaign Impact on Website Visitation

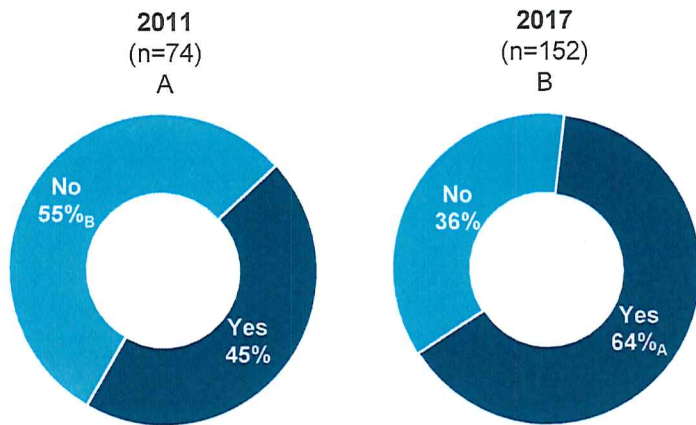
The ads attracted significantly more residents to the North Lake Tahoe website, and the frequency of how often they visit increased substantially as well

Did you go to the website [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) as a result of seeing the ad(s)?

Base: Aware of North Lake Tahoe Print / Billboard / Internet / Email Ads

How often do you visit the website [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) after seeing the ad(s)?

Base: Went to website



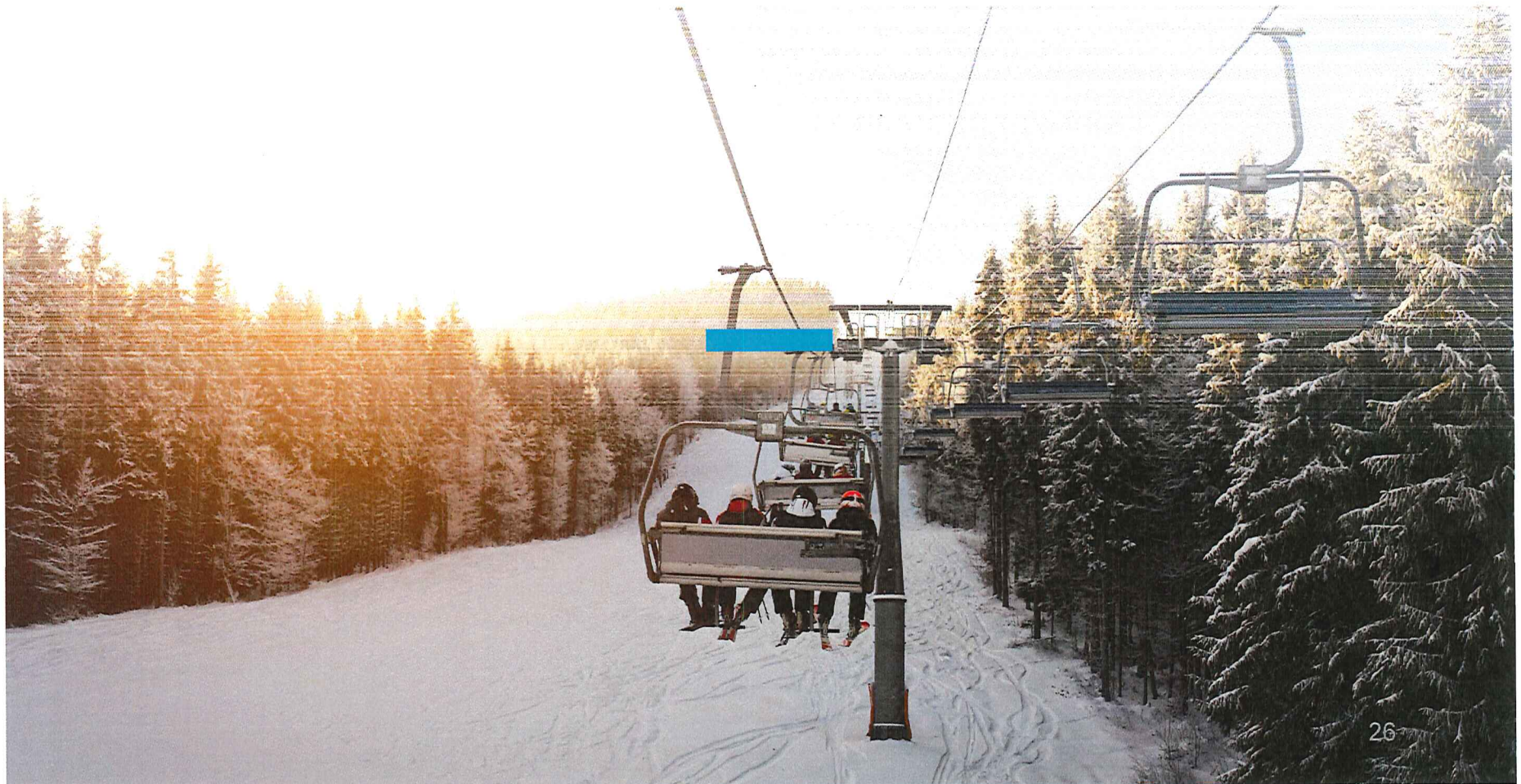
	2011 (n=33 <sup>^</sup> )	2017 (n=97)
Frequently (at least 1 time a week or more)	27	41
Somewhat frequently (about 1-3 times a month)	30	47
Infrequently (1 time every other month or less)	36	8
Never again since the first time	6	3

<sup>^</sup> Caution small sample size

A/B Significant at the 95% interval level.

# NORTH LAKE TAHOE TV AD EVALUATION

*TV not tested in 2011*



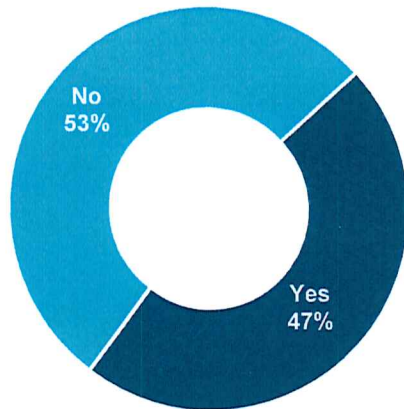


# North Lake Tahoe TV Ad Campaign Impact on Website Visitation

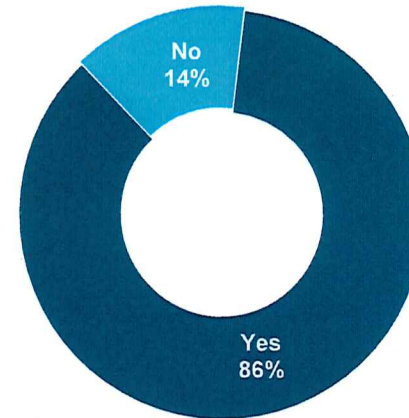
1 in 2 Los Angeles residents recall the North Lake Tahoe television ad, with the vast majority going to the website as a result of seeing the ad

*87% have visited the site frequently after having seen this television ad*

Do you remember seeing this television ad before?  
Base: Total



Did you go to the website [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) as a result of seeing this commercial?  
Base: Aware of TV Ad

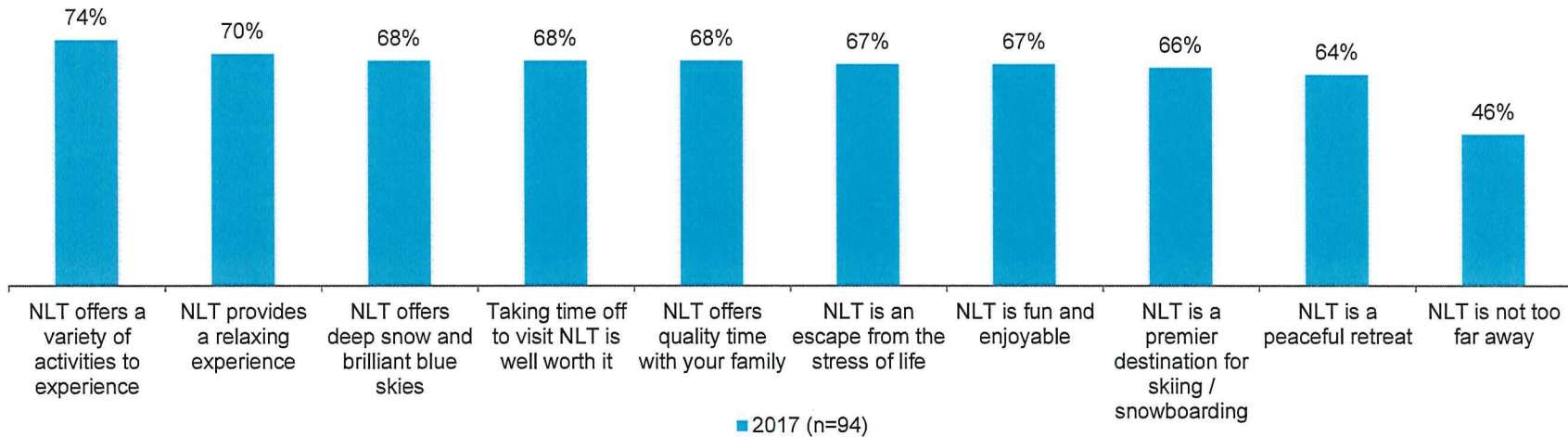




## North Lake Tahoe TV Ad Impressions

Similar to the other assets, TV gave the strongest impression that North Lake Tahoe offers a variety of activities and experiences and is a peaceful retreat

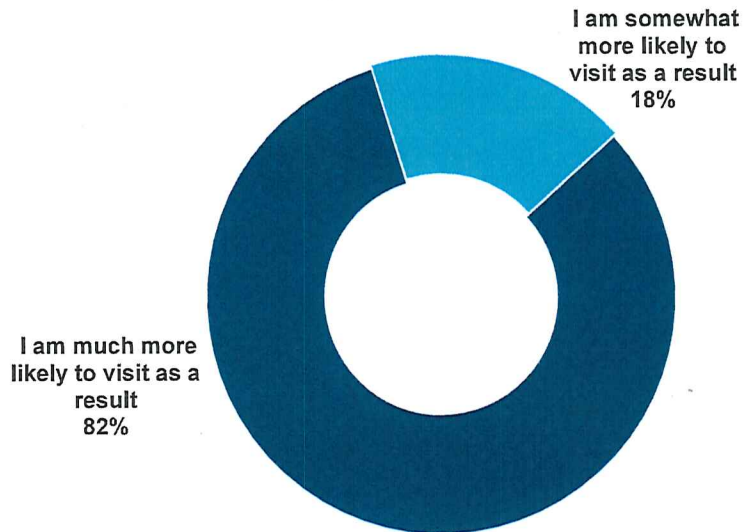
How strongly did the ad(s) give you the impression that North Lake Tahoe...? "Definitely Did" Mentions Charted  
Base: Aware of North Lake Tahoe TV Ad



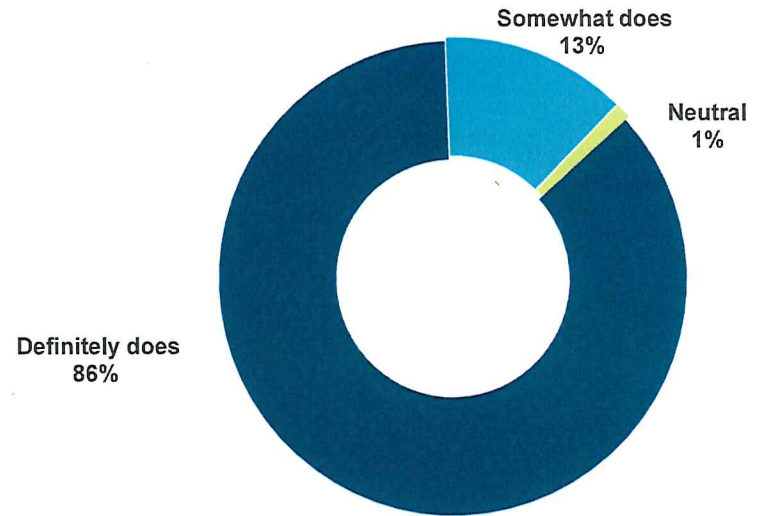
# North Lake Tahoe TV Ad Campaign Impact on Visitation

The television ad had a strong impact on North Lake Tahoe visitation being considered a premier destination for skiing and snowboarding as well as illustrating the essence of it being a captivating destination

How does this television ad affect your likelihood to visit North Lake Tahoe as a premier destination for skiing / snowboarding?  
Base: Aware of North Lake Tahoe TV Ad (n=94)



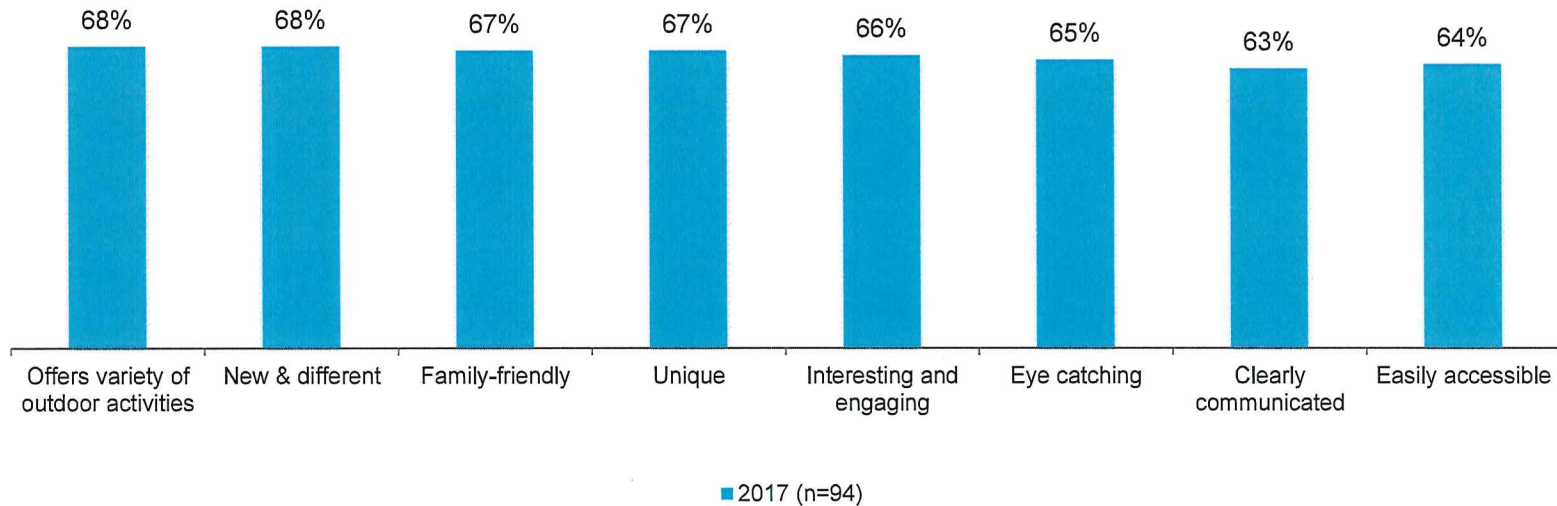
Do you think this television ad illustrates the essence of North Lake Tahoe as a captivating vacation destination?  
Base: Aware of North Lake Tahoe TV Ad (n=94)



# North Lake Tahoe TV Ad Characteristics

The television ad strongly convey all characteristic metrics tested

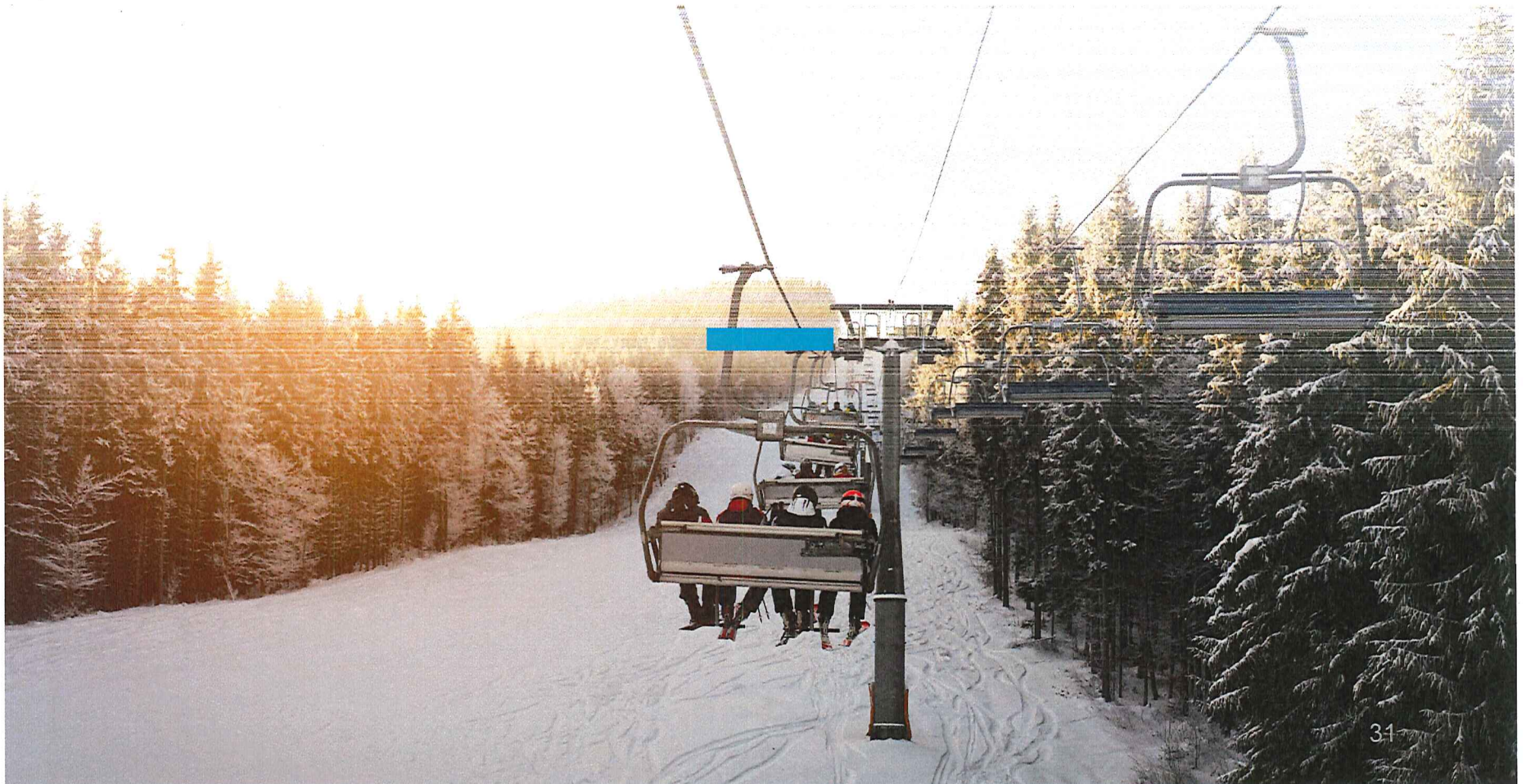
How much do you agree or disagree that the ad(s) is/are...? "Strongly Agree" Mentions Charted  
Base: Aware of North Lake Tahoe TV Ad



Note: certain attributes were not tested in 2011 and therefore have no data to report for that year



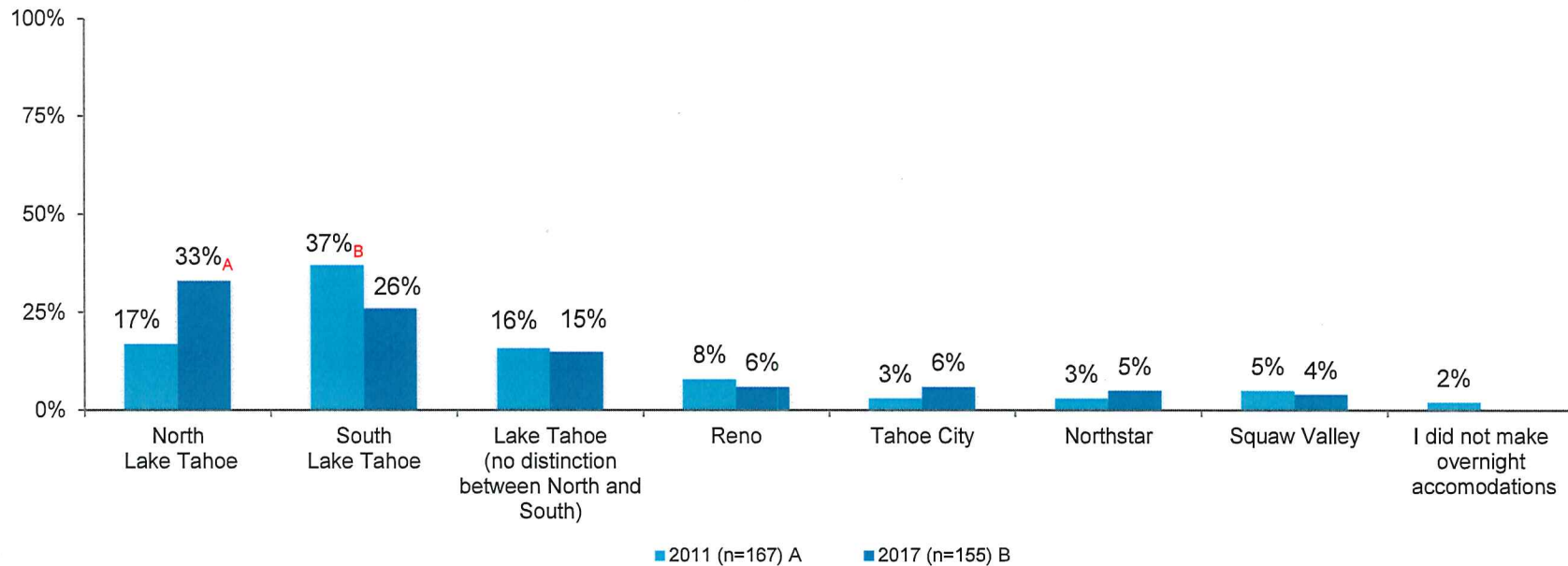
# TRAVEL BEHAVIOR



# Lake Tahoe Overnight Accommodations

North Lake Tahoe was the most travelled destination among those who visited Lake Tahoe in the past 5 years, significantly higher than South Lake Tahoe which was most traveled in 2011

On your last trip to Lake Tahoe, where did you make overnight accommodations? Top Mentions  
 Base: Visited Lake Tahoe in past 5 years  
 Mentions <5% not charted



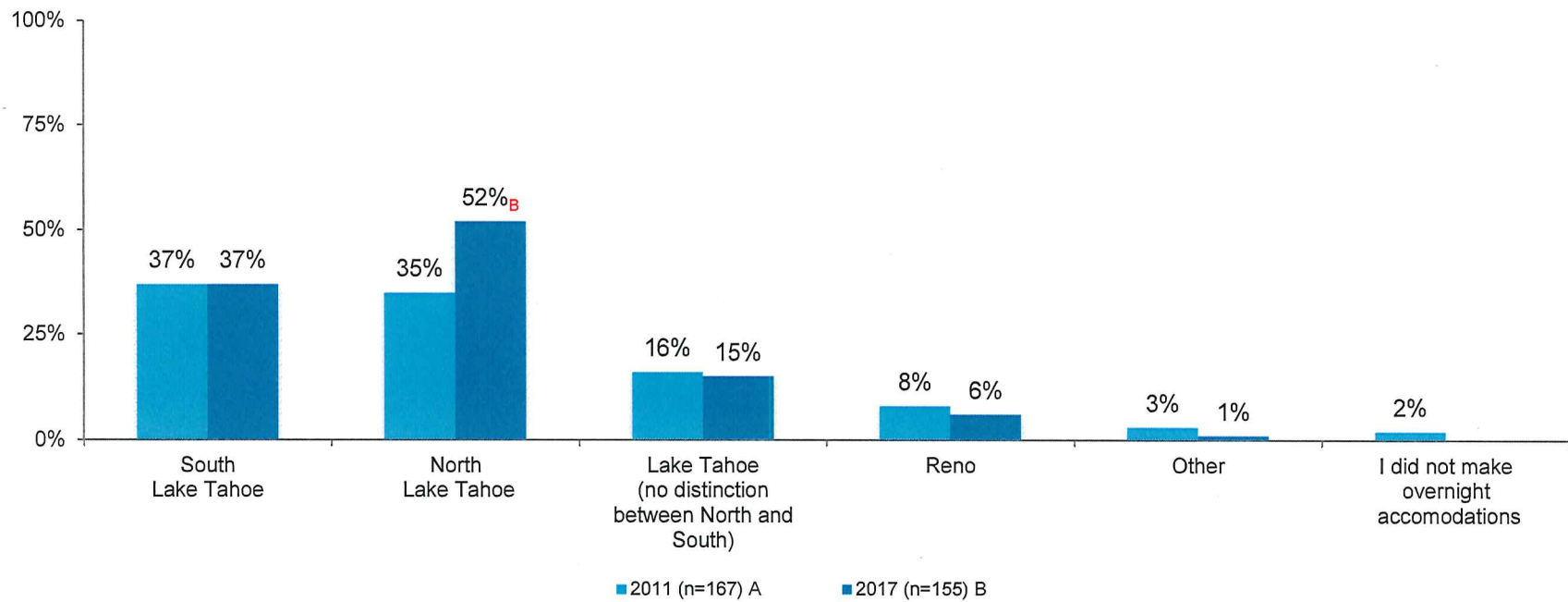
A/B Significant at the 95% interval level.



# Lake Tahoe Overnight Accommodations Summary

When aggregated, North Lake Tahoe was travelled to significantly more so in 2017 than compared to 2011

On your last trip to Lake Tahoe, where did you make overnight accommodations?  
Base: Visited Lake Tahoe in past 5 years



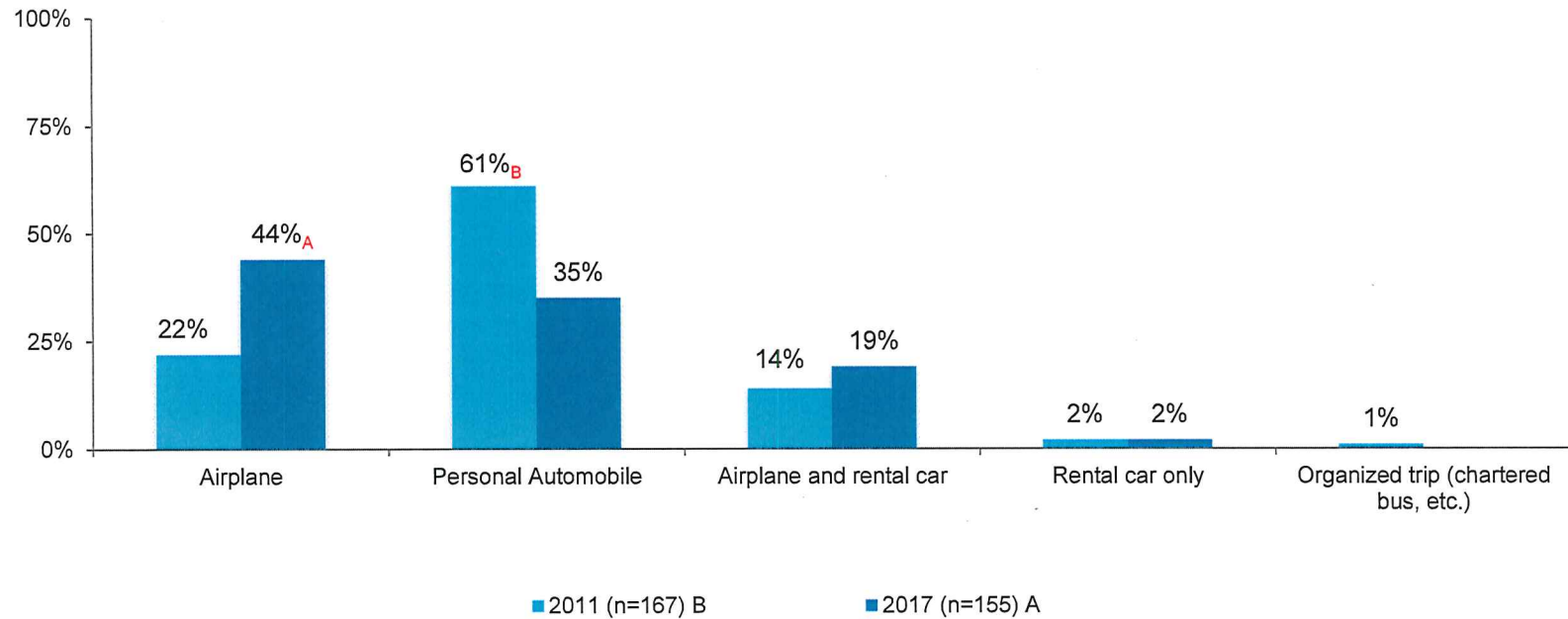
A/B Significant at the 95% interval level.



# Lake Tahoe Transportation

Travelling by personal automobile was the most frequent mode of transportation in 2011; However, by 2017 traveling by plane became much more prevalent

What is your usual mode of transportation when traveling to Lake Tahoe?  
Base: Visited Lake Tahoe in past 5 years



A/B Significant at the 95% interval level.

# Vacation Planning

When researching travel, the overwhelming majority of visitors continue to use travel websites, although internet and word-of-mouth is down in 2017 while the use of a travel agent and Facebook are up

Regardless, travel and resort/hotel websites were the typical methods of booking vacation accommodations among target residents

How do you typically research your vacation plans? Top Mentions  
Base: Total

	Research	
	2011 (n=201) A	2017 (n=200) B
Travel websites	84	84
Internet - general	64B	47
Word of mouth	59B	39
Resort / Hotel websites	59	64
Destination city websites	41	44
Magazines / Newspapers	29	32
Yelp	17B	10
Travel brochures	17	22
Travel agent	14	34A
Facebook	10	30A
Destination city planners	4	7

How do you typically research your vacation plans? Top Mentions  
Base: Total

	Book	
	2011 (n=201) A	2017 (n=200) B
Travel websites	48	49
Resort / Hotel websites	27	29
Call resort / hotel directly	11	12
Travel agent / wholesaler	7	6
Airline website	4	5

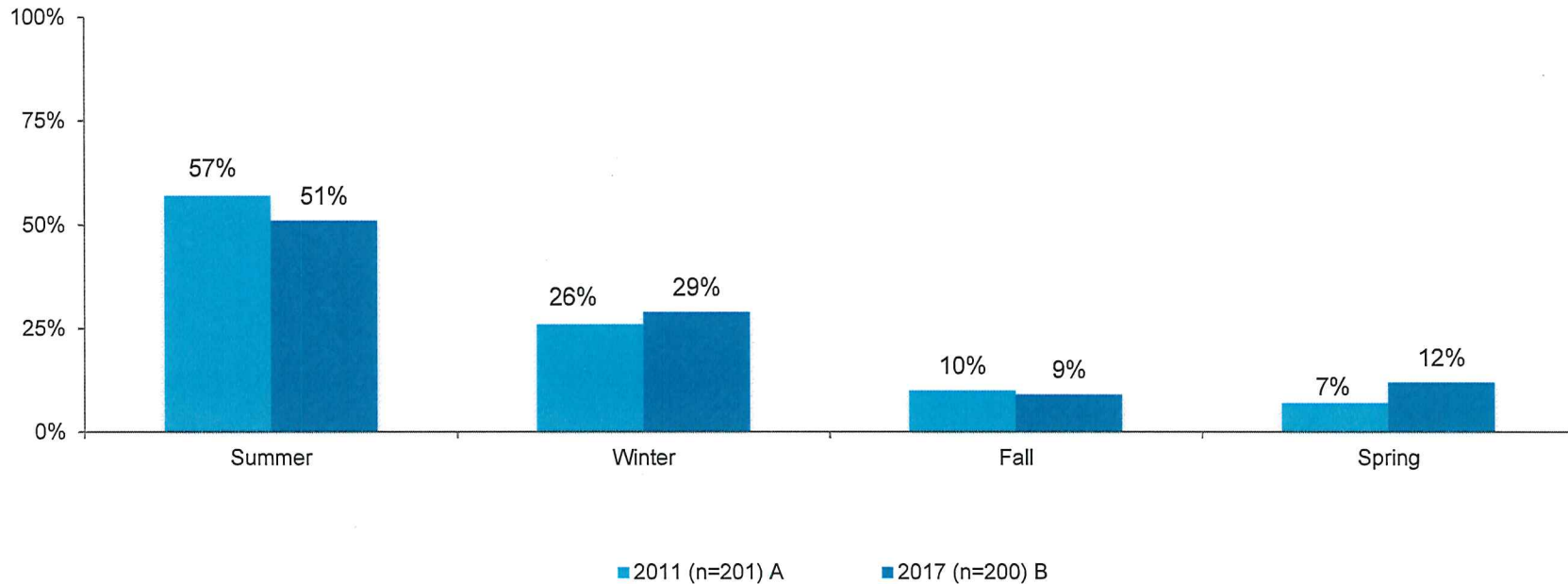
A/B Significant at the 95% interval level.

## Vacation Schedule

Target residents travel most often during the summer, with little changes in travel behavior between 2011 and 2017

*The average number of times traveled per year was 5 between 2008 to 2011, and dropped to 4 in 2017*

During what season do you most often travel for vacation?  
Base: Total



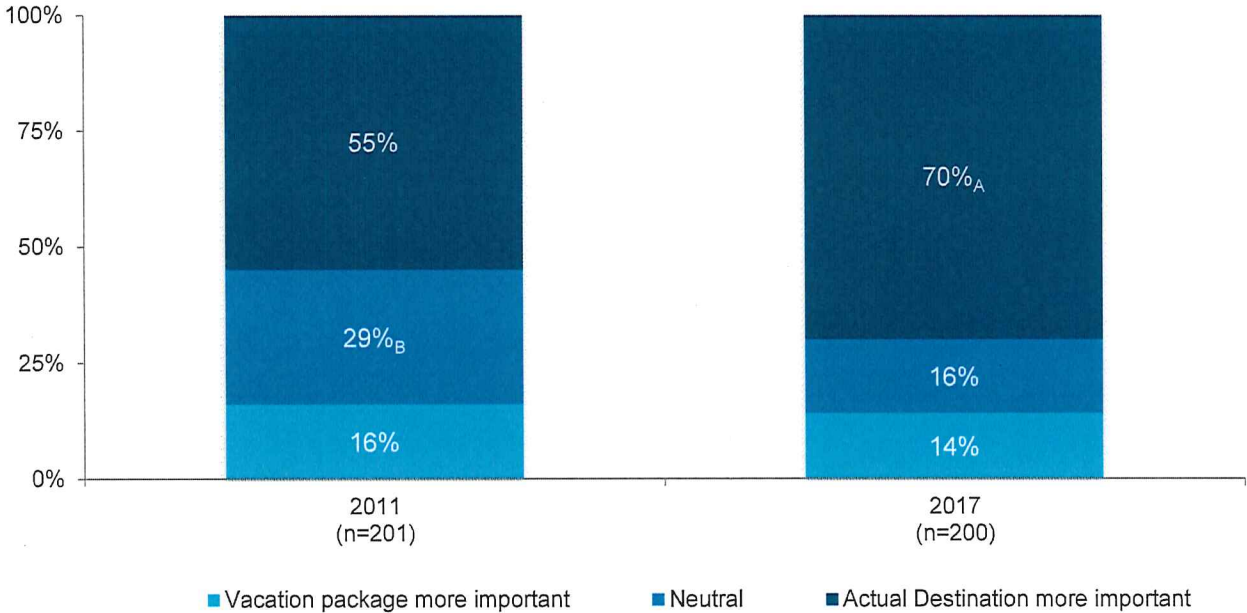
A/B Significant at the 95% interval level.



# Importance of Vacation Package

Compared to 2011, in 2017 the actual destination was much more important than the vacation package

Please rate how important a vacation package is when deciding to select a vacation destination.  
Base: Total



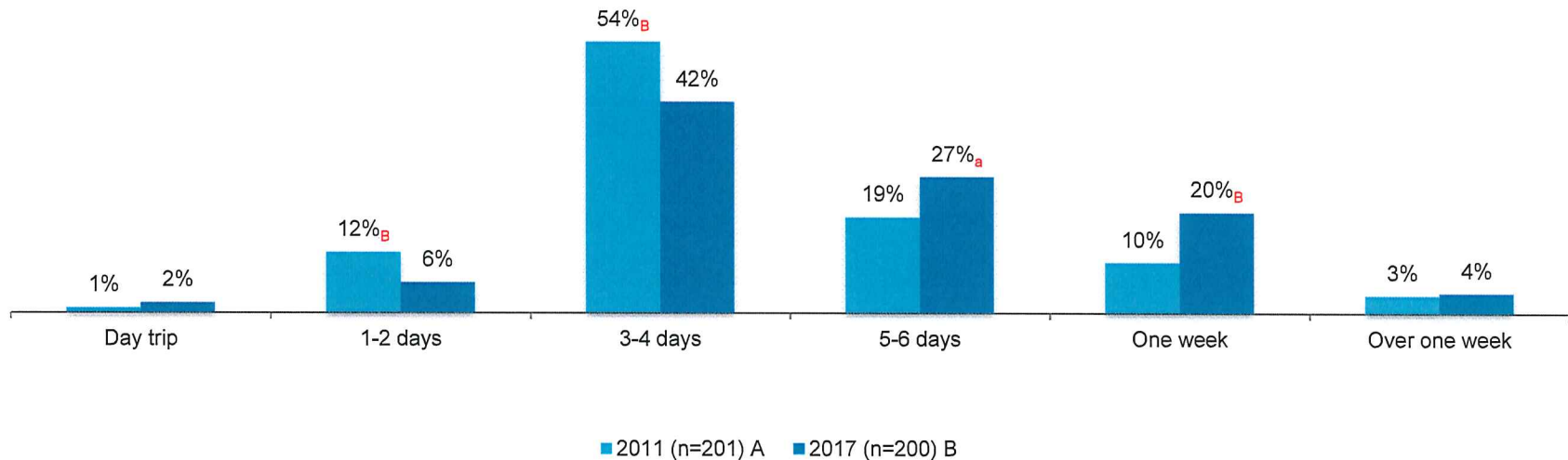
A/B Significant at the 95% interval level.

## Ski or Outdoor Activity Resort Durations

In 2017, Los Angeles residents are trending toward taking longer vacations compared to 2011

*On average, in 2011 and 2017, 3 separate trips are taken to a mountain resort destination in a typical winter/spring season*

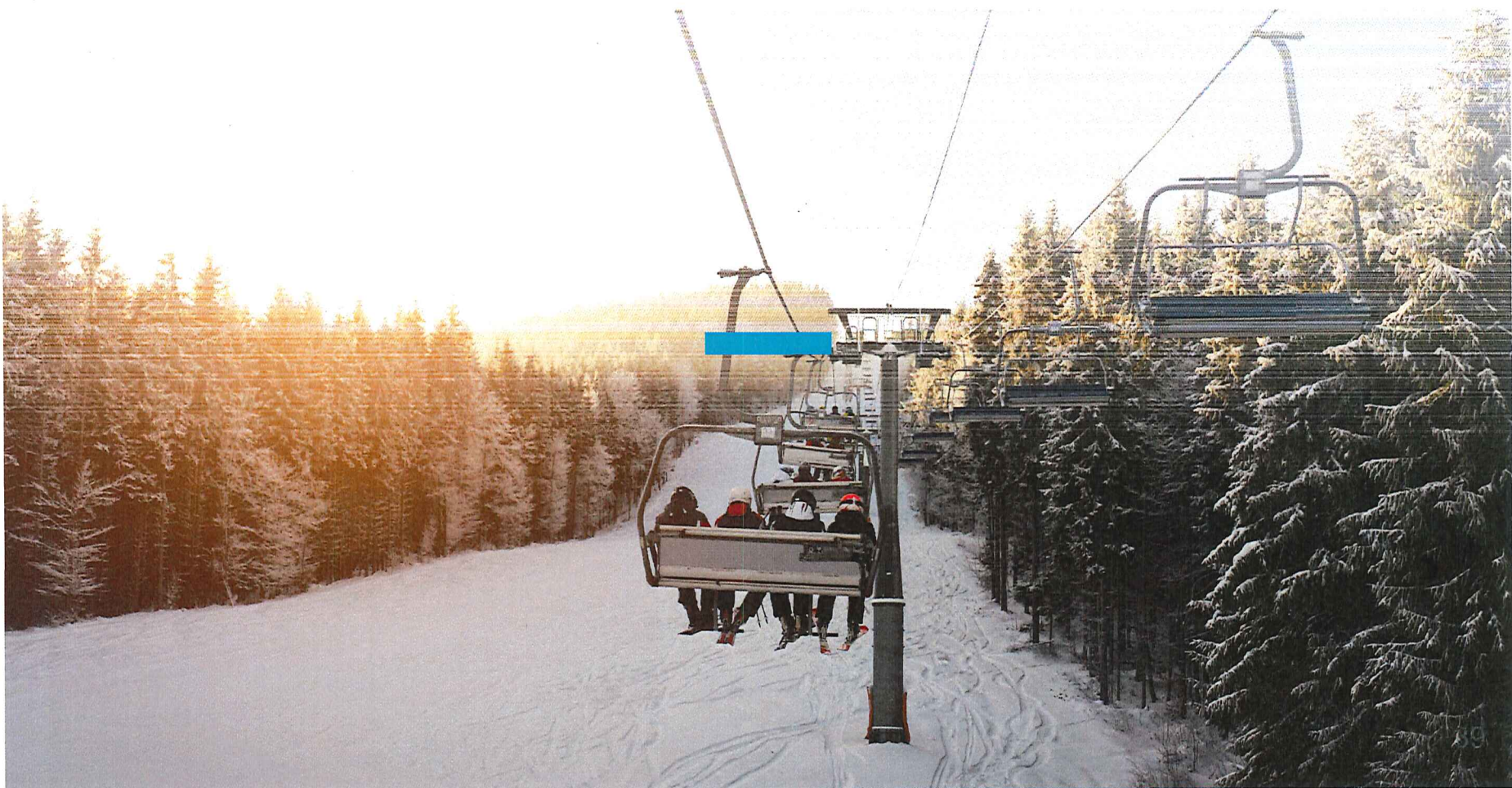
When visiting a ski or outdoor activity resort, what is the typical duration of your trip?  
Base: Total



A/B Significant at the 95% interval level.



# APPENDIX





## Respondent Profile

Base	Pre-2008	Post-2008	2011	2017
	200	202	201	200
<i>Age</i>				
25 - 34	39%	43%	31%	56%
35 - 44	37%	33%	42%	36%
45 - 54	25%	24%	27%	9%
<i>Gender</i>				
Male	52%	50%	46%	58%
Female	49%	50%	54%	42%
<i>HH Income</i>				
\$75K - \$99K	18%	26%	9%	34%
\$100K - \$124K	29%	27%	28%	20%
\$125K - \$149K	19%	14%	20%	27%
\$150K - \$199K	18%	17%	26%	9%
\$200K or more	17%	15%	17%	12%
<i>Education</i>				
High school or less	1%	2%	2%	1%
Some college	7%	14%	7%	4%
College degree	47%	42%	49%	40%
Post graduate (Masters)	30%	28%	26%	24%
Post graduate (Doctorate)	16%	15%	18%	32%

Note: Percentages may not add up to 100% due to rounding

a/b Significant at the 90% interval level.



October 20, 2017

To: NLTRA Marketing Committee

From: Andy Chapman  
Cindy Gustafson

Re: Discussion on Three Year Marketing Strategic Direction

**Background**

In 2015 the NLTRA Board of Directors approved the North Lake Tahoe Master Plan. It was subsequently adopted by the Placer County Board of Supervisors. This document outlines the goals and objectives of the North Lake Tahoe/Eastern Placer County efforts for the next 10-15 years.

As part of the current NLTRA/Placer County agreement a three year strategic tourism marketing plan will be developed that focuses and executes the recommendations of the 2015 Master Plan. Attached to this staff report are Chapters 4 (Visions, Goals & Priorities) and Chapters 5 (Action Plan Matrix). These chapters will be the guiding document for the development of the Three Year Strategic Tourism Marketing Plan.

Committee members may also want to refamiliarize themselves with the entire master plan document which can be found here [http://www.nltra.org/documents/pdfs/NLTRA\\_MasterPlan-2015%20.pdf](http://www.nltra.org/documents/pdfs/NLTRA_MasterPlan-2015%20.pdf) as there are many reference chapters and materials that will be sources through this process.

**Action**

Staff will review Chapters 4 and 5 with the committee and outline the schedule for development of the Three Year Strategic Tourism Marketing Plan.



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## CHAPTER 4: VISION, GOALS + PRIORITIES

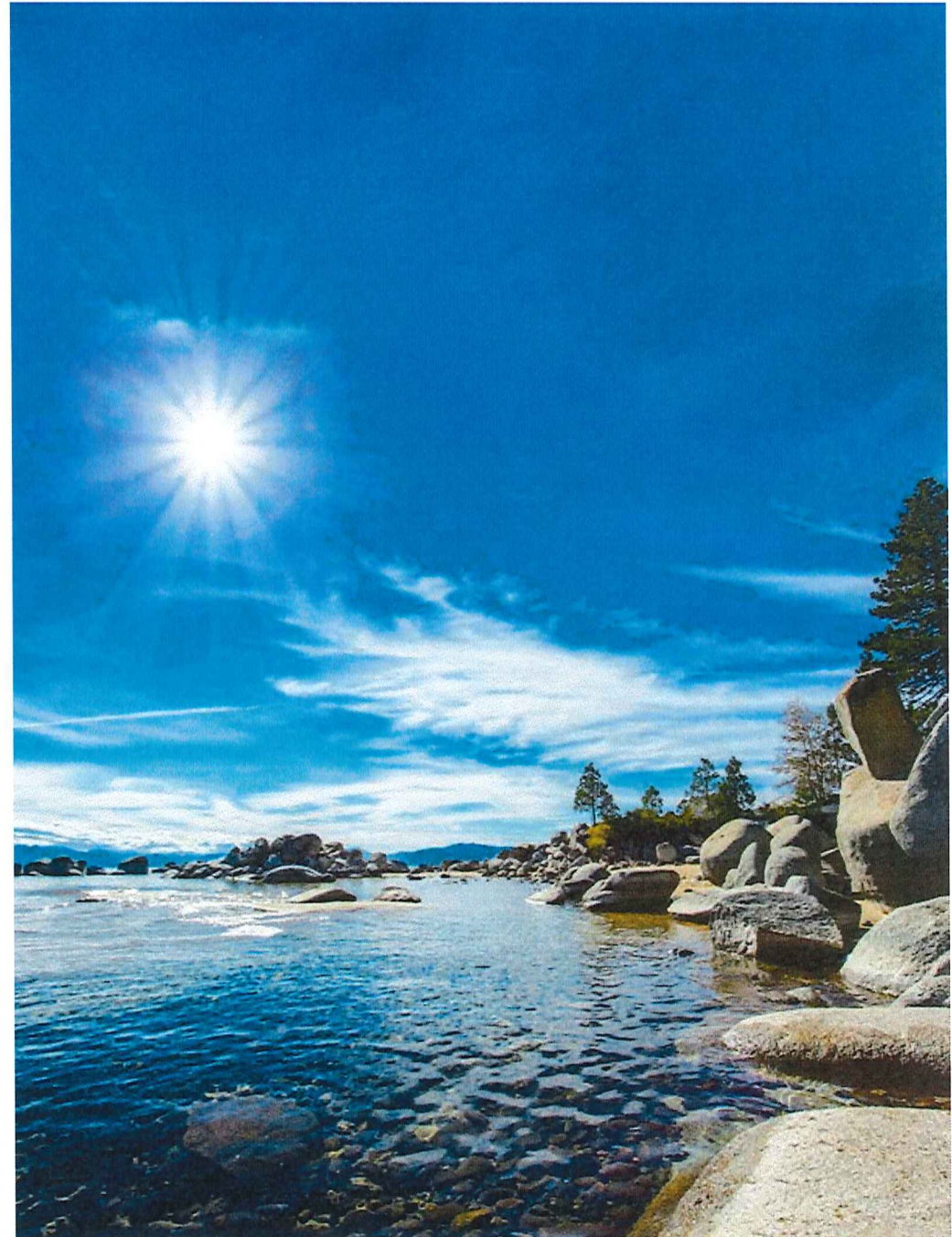
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The purpose of the 2015 Tourism Master Plan is to create a blueprint for moving the tourism sector - North Lake Tahoe's primary industry and economic engine and one of the largest economic engines for Placer County - forward over the next eight years. The 2015 Tourism Master Plan builds upon the achievements from the previous 1995 and 2004 Tourism Master Plans and establishes a vision with objectives that take into account changing trends and visitor expectations in order to provide a practical roadmap for the future.

The research and data summarized in Chapter 1 through Chapter 3 describe the current national and regional market trends, visitor profile and needs, and how North Lake Tahoe compares to other similar destinations. This chapter presents

a summation of that research and sets forth a plan for the future in order to realize North Lake Tahoe's tourism vision. Community feedback on the vision and objectives was gathered during the spring and summer of 2015 to develop a set of initial priorities. Similar to the organization of the previous tourism master plans, the goals and objectives for moving forward are organized into the following five key focus areas:

- VISITOR FACILITIES + EXPERIENCES
- TRANSPORTATION
- MARKETING + SALES
- VISITOR INFORMATION
- RESOURCE DEVELOPMENT





## 2015 TOURISM MASTER PLAN VISION

The framework outlined in this 2015 Tourism Master Plan strives to position the region to achieve the following tourism vision:

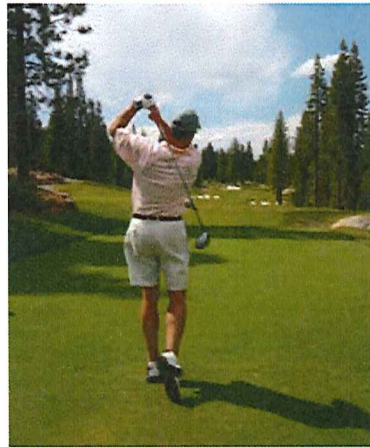
*North Lake Tahoe is known as the premier international mountain resort destination of the West. Visitors and residents alike enjoy Lake Tahoe's iconic natural environment, exceptional built amenities, and diverse and world-class experiences.*

## CRITERIA FOR SUCCESS

- **COMMUNITY LEADERSHIP:** Local leaders and grassroots efforts can start and/or back initiatives, bring ideas to reality and otherwise garner more support than public entities can achieve independently.
- **PARTNERSHIPS AND COALITIONS:** More can be accomplished when agencies, organizations, groups and businesses act together to achieve mutually beneficial goals.
- **LEVERAGING RESOURCES:** Fiscal and organizational resources are limited. As strategies and more specific action plans develop to carry out the 2015 Tourism Master Plan, resources should be assessed and leveraged to prioritize objectives so they do not come at the expense of other high priority projects.

## PROCESS + METHODOLOGY

The goals and objectives outlined in this chapter are based on careful analysis of the research, studies and review of current trends outlined in previous chapters, real-world experience and



direction provided by the 2015 Tourism Master Plan Task Force members, and public feedback. Following is the process used to develop the 2015 Tourism Master Plan.

### → 2013-2014

- Visitor Surveys, Economic and Tourism Studies, Competitive Research and Analysis, Transportation Vision, Economic Benefits Analysis, and Research and Analysis of International, National and Regional Tourism Trends (Consultants)
- Draft 2015 Tourism Master Plan developed (Task Force)

### → 2015

- Public Outreach Process
- 2015 Tourism Master Plan Finalized
- Placer County Board of Supervisors Approval
- Implementation (2015-2023)

## EMERGING INDUSTRY TRENDS

The research presented in the previous chapters cultivates an understanding of the macro-level trends in resort and tourism industries as they relate to North Lake Tahoe and offers insight into how the industries have changed since the 2004 Tourism and Community Investment Master Plan. Some of the significant findings influencing the 2015 Tourism Master Plan's goals and objectives include the following:

### → VISITOR ACTIVITIES

- Recreation is a primary driver of North Lake Tahoe visitor activities – 36% of visitors identify it as their primary purpose<sup>18</sup> and it accounts for the largest sector of expenditure at an average of 34% (\$167 million) of a vacation spend.<sup>3</sup>
- In 2013, over 300,000 people participated in North Lake Tahoe events.<sup>19</sup>
- Human powered sport events are a driver of visitation and have helped fill hotel rooms and



attract visitor spending—often increasing occupancy in the spring and fall. Human powered sport events fit the local culture, have relatively low environmental impact, are popular with visitors and locals and tend to foster “multiple” visits as some visitors may desire to train in the high-altitude environment while others enjoy training where athletes have competed in the past.

- The Outdoor Industry Foundation estimates outdoor recreation (including human powered sport events) contributes \$646 billion annually to the U.S. economy. Between 2005 and 2011, the market segment grew approximately 5% annually while other sectors contracted.<sup>9</sup>
- According to the Global Wellness Institute, the global Health and Wellness tourism market (including spas, health resorts, national and state parks, fitness centers, yoga studios and retreats, specialty restaurants and complementary medical centers) grossed \$439 billion in 2014 and is expected to grow by 55% to \$678.5 billion by 2017. Wellness tourists spend, on average, 130% more than the average tourist.<sup>10</sup>
- Since the recession in 2008 destinations have increasingly focused efforts on special events to increase visitation. To be competitive and distinguish North Lake Tahoe from other destinations, a range of events and supporting facilities must be developed.
- Trails support the types of recreation activities visitors' desire.
- NLTRA has noted the increased demand for multiuse, large group venues at the Lake.
- Destinations are looking for ways to distinguish themselves from competitors by attracting niche market segments and providing a variety of authentic attractions and gathering spaces.

#### → VISITOR FACILITIES

- Nationwide, visitors have increased expectations for lodging, available activities and overall value and are more critical of aging infrastructure.<sup>8</sup>
- Although 2003/2004 TOT revenues for the Tahoe Basin and mountain areas were comparable, 2013/2014 TOT revenues for Squaw Valley and Northstar were almost \$2 million more than those in the Tahoe Basin due to private investment and construction of new lodging. The discrepancy illustrates the need for new or redeveloped quality lodging at the lakeshore.<sup>9</sup>
- North Lake Tahoe's supply of midrange or branded hotels, which provide global marketing distribution, is limited and puts the destination at a disadvantage against most of its winter and summer competitive sets. Despite the limited, aged lodging stock at the lakeshore, occupancy rates are generally healthy showing a desire to stay at the lakeshore notwithstanding the older accommodations.

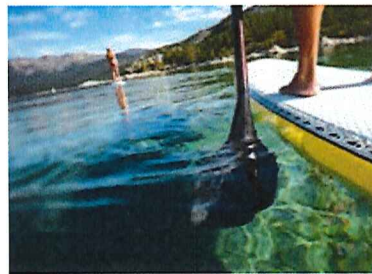
#### → VISITOR ECONOMIC IMPACT

- Although 42% of visitors are day visitors, they comprise only 14% of all visitor-days and 11% (\$55 million) of total visitor spending. In contrast, overnight visitation accounts for the remaining 89% (\$432 million) of visitor spending and only overnight guests generate TOT.<sup>3</sup>
- Almost 68% of North Lake Tahoe's visitors come from California and Nevada with a majority driving to North Lake Tahoe from northern California, the Central Valley and northern Nevada.<sup>10</sup> Growth projections in this drive up market suggest the need to reinvest in infrastructure and ensure high levels of customer service to satisfy expectations.

- The long-distance domestic and international visitor segment tends to stay longer, has a greater economic impact and arrives by air. From 2003 to 2012, nearly one-third (32%) of total visitor spending was attributable to those who traveled by air.<sup>3</sup>

#### → TRANSPORTATION

- Trends show that high quality transit service has become a key element of the destination resort experience. A review of six comparable western resort areas shows several destinations provide a substantially greater level of transit service than North Lake Tahoe, allowing for higher levels of ridership and economic and environmental benefits.<sup>24</sup>
- The importance of a convenient, clear and easy to navigate transportation system is growing. Increasingly, resort visitors are expecting that they will not need a car to enjoy a well-rounded vacation experience and expect to be able to easily walk, bike or take transit to attractions and destinations.<sup>25</sup>
- Since 2004/2005 Reno-Tahoe's air service capacity decreased 45% and the total passenger count declined 39%. This has led to domestic out-of-region visits to Lake Tahoe being down 40% since



2004/2005 in comparison to a 4% decrease to out-of-region visits for other western resorts.<sup>21</sup>

- Recent efforts to increase air service capacity have added direct flights from the East Coast and Mexico.

#### → VISITOR INFORMATION

- Travelers demand consumer-friendly technology that provides easy, on-site control over travel planning and booking.
- Social media has become a major channel of communication in the tourism industry. As consumers look more and more toward word-of-mouth recommendations, this communication method has become ingrained in the travel industry tool kit.
- From 2009/2010 to 2013/2014 visitation to North Lake Tahoe visitor centers increased 238% from 17,000 to 57,450.<sup>19</sup>

#### → FISCAL & ORGANIZATIONAL RESOURCES

- The burden on local funding and the private sector to support tourism infrastructure has increased over the years due to reduced state budgets and the elimination of redevelopment agencies. This has increased dependency on TOT. Growth of existing TOT is not keeping pace with the increasing demand for the funding source.
- Many comparable destinations have equal or greater TOT percentages and sales tax rates and alternative funding sources that do not exist in North Lake Tahoe.



### 2015 TOURISM MASTER PLAN FOCUS AREAS + GOALS

Achieving the 2015 Tourism Master Plan's vision requires more than what the NLTRA or Placer County can accomplish individually. NLTRA serves as an advisor to the Placer County Board of Supervisors in regard to investment of TOT for tourism development in the North Lake Tahoe region. Indeed, NLTRA and Placer County may not be the lead for some of the goals and objectives but may serve as proponents or advocates to help realize the objectives.

The following set of goals and objectives for each 2015 Tourism Master Plan focus area respond to current trends, challenges and opportunities. Chapter 5 provides an action plan to achieve the goals and objectives. As the action plan is implemented, more specific strategies and plans will be developed by the appropriate entities.

#### → Focus Area: VISITOR ACTIVITIES + FACILITIES

Visitor Activities + Facilities include North Lake Tahoe's desirable activities, destinations and accommodations. Providing high quality activities, amenities and lodging ensures that North Lake Tahoe has the recreation resources, amenities and



facilities desired by their target market so that visitors come back often and encourage others to visit.

**Goal:** Create, maintain and support great amenities, fun things to do and quality places to stay so target audiences want to come here from around the nation and the world

**Objectives:**

- 1 North Lake Tahoe is the premier location for high altitude human powered sport events
  - A Completion and maintenance of the trail systems in North Lake Tahoe, including Class I and Class II facilities, off-road/back country trails, a winter trail system and a water trail system and amenities
  - B Investment in facilities and services that foster human powered sport events
  - C Investment in facilities and services that promote North Lake Tahoe as a health and wellness center
  - D Investment in facilities for world class events
- 2 Investment in North Lake Tahoe's arts, culture and historic amenities, including visual and performing arts venues, heritage facilities, interpretive centers and public art
- 3 Investment in environmentally responsible commercial and lodging redevelopment and improvement of the quality and variety of lodging amenities at Lake Tahoe
- 4 Investment in gathering spaces such as plazas in town centers and enhanced parklands and vistas
- 5 Investment in multiuse, large group venues and gathering spaces near Lake Tahoe
- 6 Investment in digital connectivity in the Tahoe

Basin to enhance visitor experience and meet visitor expectations

- 7 Investment in adequate maintenance of existing facilities

→ **Focus Area: TRANSPORTATION**

Travelers increasingly expect easy-to-use, convenient transportation facilities as part of their destination visit. Getting visitors to and around North Lake Tahoe must include consideration of multiple transportation modes: air, transit, shared vehicle, personal vehicle, bicycle and pedestrian.

**Goal:** Get people where they want and need to go while reducing congestion and dependency on the private automobile through development and promotion of a multimodal transportation network

**Objectives:**

- 1 Funding and implementation of the North Lake Tahoe/Truckee Transit Vision to create a "frequent, fun, and free" service
- 2 Reduced congestion and improved traffic flow through short and long-range transportation infrastructure and circulation improvements including point-to-point shuttles to key destinations such as beaches, town centers, trailheads, parks and ski areas
- 3 Convenient connections, circulation and pedestrian safety in commercial core areas, town centers and neighborhoods
- 4 Increased air service capacity into nearby airports in Reno and Sacramento from desirable markets
- 5 Development of the Cross Lake Ferry supports visitor activities.

- 6 Use of technology to communicate transit schedules and transportation opportunities
- 7 Investment in region wide transportation connections around Lake Tahoe, from major metropolitan areas and from airports in Reno, Sacramento and San Francisco

→ **Focus Area: MARKETING + SALES**

Marketing includes the activities conducted before and after the point of sale, or the moment a visitor makes a purchase (e.g., books a trip, makes a reservation). Marketing + Sales includes the strategies and communications to bring the desired visitor to North Lake Tahoe. With a clear and direct marketing and sales approach the tourist will be more likely to choose North Lake Tahoe, resulting in increased economic earnings, TOT revenues and overall visitation and corresponding word-of-mouth referrals.

**Goal:** Bring more visitors to North Lake Tahoe who stay longer, return often and travel during the off-peak periods, while maintaining affinity with the northern California/Bay Area consumer and continuing to expand group business

**Objectives:**

- 1 Expanded awareness of the human powered sport events brand and positioning of North Lake Tahoe as the capital for outdoor recreation, health, relaxation and rejuvenation
- 2 Investment in world class events that showcase North Lake Tahoe's assets
- 3 Identification and development of niche markets such as health and wellness, eco/geo tourism, cultural and historic tourism and culinary tourism
- 4 Continued pursuit of the core drive-up market from the northern California/Bay Area

- 5 Increased number of domestic destination visitors traveling from greater distances
- 6 Expansion of marketing efforts into emerging tourism markets while maintaining current international marketing efforts
- 7 Increased group, conference, reunion and wedding related visitation
- 8 Increased visitation from the Millennial generation through the development and implementation of targeted marketing strategies
- 9 Growth of visitation to the lakeshore in all seasons and continued growth of visitation to the mountains in the summer
- 10 Identification of target visitor demographic profiles and matching profiles with off-peak seasons
- 11 Financial participation in the North Lake Tahoe Marketing Cooperative from other regional partners

→ **Focus Area: VISITOR INFORMATION**

Visitor Information includes the tourism information a visitor receives during their visit to the area and the "in-market" efforts to deliver the promise communicated by other marketing endeavors. Travelers increasingly demand con-







sumer-friendly technology and desire up-to-date information on available activities, events and places to go. As word-of-mouth recommendations and user-generated reviews become more ingrained in the travel industry, it becomes ever more important for visitors to easily obtain the information they desire.

**Goal:** Enhance the visitor experience by connecting guests to North Lake Tahoe's many exceptional places, businesses and adventures

**Objectives:**

- 1 Development and use of user-friendly visitor guide technology that is accessible on a variety of devices such as mobile, Web and social media
- 2 Customer Service training programs to teach area employees how to effectively use and share visitor information
- 3 Implementation of the Wayfinding Signage Program throughout North Lake Tahoe, providing easy navigation from accommodation to activity
- 4 Development of alternative Visitor Information Distribution opportunities such as kiosks; mobile, seasonal, walk-up visitor information sources; and shared centers with other partners in North Lake Tahoe
- 5 Cross-promotion of all communities and attractions in North Lake Tahoe through local marketing campaigns

→ **Focus Area: RESOURCE DEVELOPMENT**

Resource Development includes the fiscal and organizational resources required to achieve the 2015 Tourism Master Plan's vision, goals and objectives. In order for the region to compete on a national and international scale it is important

that North Lake Tahoe has adequate resources and uses them appropriately for community priorities.

**Goal:** Compete nationally and internationally by increasing, leveraging and/or reprioritizing resources for tourism development and destination marketing

**Objectives:**

- 1 Continuation of NLTRA's role of advisor to the Placer County Board of Supervisors in regard to investment of TOT for tourism development in the North Lake Tahoe region because of NLTRA's expertise, direct connection to local community and business leaders, and ability to engage the greater community
- 2 Development and strengthening of partnerships throughout the Tahoe Basin and Placer County by collaborating in tourism development, economic development and legislative advocacy
- 3 Acquisition of funding and development of regional partnerships for the Transit Vision
- 4 Identification of needs and establishment of partnerships to fund trail maintenance and trail system completion
- 5 Maintain competitiveness in key target markets through marketing and sales, brand awareness and leveraging of resources
- 6 Professional growth of hospitality industry workforce through educational opportunities
- 7 Identification of tourism impacts resulting from climate change in order to keep stakeholders updated and able to respond appropriately

**PRIORITIES IDENTIFIED THROUGH THE PUBLIC PROCESS**

In March 2015, the Master Plan Task Force kicked-off a public outreach process to gather a wide range of community ideas and feedback on the draft 2015 Tourism Master Plan. The public outreach process used a number of methods to gather input as summarized in the Appendix. **In total, approximately 500 people provided hundreds of ideas on how to enhance North Lake Tahoe's reputation as the premier international mountain resort destination of the West.** Over the next eight years as annual work plans for the objectives are developed by NLTRA and others, additional efforts will be made to bring community opinions into the planning process.

The feedback and ideas shared via the four month public input process (public workshops, online comments, presentations and FlashVote survey results) pointed to key priorities that could be used to drive tourism investments of TOT funds in North Lake Tahoe over the next eight years. Listed below is a summary of the top priorities that emerged.

**VISITOR ACTIVITIES + FACILITIES PRIORITIES**

→ **Top Visitor Activities + Facilities Priority:**

Provide connected trail systems throughout North Lake Tahoe, including Class I trails, mountain bike trails, and Nordic trails and provide bicycle signage and amenities. Replace trail systems where needed and investigate opportunities for winter use for visitor recreation or safety.

**Other Visitor Activities + Facilities Priorities:**

- Invest in facilities and amenities that support history and arts and culture, such as museums, interpretive centers and public art.

- Advance efforts to update and improve the quality and variety of lodging properties at the lakeshore.
- Create more public gathering and use spaces such as: plazas, parks, vista points, and group and event spaces.

#### TRANSPORTATION PRIORITIES

##### → Top Transportation Priority

Fund and implement the Transit Vision to provide “frequent, fun, and free” transit service. The year-round service would be free to the rider, have a 30-minute frequency and operate from 6 a.m. to 2 a.m. during the peak season and 6 a.m. – 9:30 p.m. during the shoulder season. It would provide transit connectivity between North Lake Tahoe, Truckee and Donner Summit and use technology to communicate transit schedules.

##### Other Transportation Priorities:

- Create point-to-point shuttles to key destinations such as beaches, town centers, trailheads, parks and ski areas.
- Invest in sidewalks and pedestrian infrastructure and amenities to increase safety and convenience and improve the visitor’s experience of walking in commercial core areas, town centers and neighborhoods.
- Advocate for and invest in more direct flights into the Reno and Sacramento Airports to attract destination visitors and reduce personal automobile use.

#### VISITOR INFORMATION PRIORITIES

##### → Top Visitor Information Priority:

Implement user-friendly visitor guide technology that is accessible on a variety of devices. This may include: website upgrades, development of applications (apps), local business training, integration with social media and increased use of established visitor information tools.

##### Other Visitor Information Priorities:

- Implement more vehicular and pedestrian way-finding signage and maps pointing to downtowns; historic, scenic and recreation sites; and photo-opportunity locations.
- Create mobile, seasonal, walk-up visitor information at popular locations and events.

## CHAPTER 5: ACTION PLAN

### OVERVIEW

The 2015 Tourism Master Plan process included research and analysis to understand the current tourism environment, development of draft goals and objectives and public outreach to identify community tourism priorities. Two sets of priorities were born out of the public outreach process – a singular, top priority (Tier 1) and a subset of additional priorities (Tier 2) in each of the five key focus areas. Substantially more public support existed for the objectives identified as the top priority for future investment of TOT.

The Master Plan Task Force and pertinent NLTRA committees reviewed the tourism priorities identified by the public and confirmed that the priorities could be used in decision-making to allocate limited TOT funds. Therefore, the Action Plan Matrix presents the priorities as Tier 1 and Tier 2 priorities. Tier 1 priorities received the most substantial support from the public and were affirmed by the Master Plan Task Force and NLTRA committees. Tier 2 priorities include action items to achieve the remaining 2015 Tourism Master Plan objectives for Visitor Activities + Facilities, Transportation, Marketing + Sales and Visitor Information.

Over the next eight years, successful completion of the 2015 North Tahoe Tourism Master Plan goals and objectives will require the efforts of many agencies and partners in the region. While investment of TOT is recommended for the following priorities, additional funding sources will also be necessary. The Action Plan Matrix is a long range (eight year) plan which identifies potential partners and funding sources that may be utilized as well as short- and long-term objectives.

The Action Plan Matrix is organized according to the focus areas presented within the 2015 Tourism Master Plan and does not necessarily correspond with TOT funding that may be allocated for a particular action item. For example, air travel is described in the 2015 Tourism Master Plan under “Transportation.” However, the Transportation objective to “Advocate for and invest in more direct flights into the Reno-Tahoe and Sacramento airports to attract destination visitors and reduce personal automobile use” may be funded from the Marketing allocation depending on where the greatest benefit is derived. Estimated costs shown in the matrix represent the total overall estimated cost of the project, not the amount of TOT to be invested.

## TIER 1 PRIORITIES

### VISITOR ACTIVITIES + FACILITIES TIER 1 PRIORITY

#### ACTION ITEM

→ Provide connected trail systems throughout North Lake Tahoe including:

- Class I trails
- Mountain bike trails
- Nordic trails
- Bicycle signage and amenities
- Capital replacement program for trails
- Winter use of trail systems

#### PARTICIPATING ENTITIES

##### Lead Agencies/Organizations

- Placer County
- Tahoe City Public Utility District
- North Tahoe Public Utility District
- Squaw Valley Public Service District
- Northstar Community Service District
- Donner Summit Public Utility District

##### Partnering Agencies/Organizations

- Tahoe Transportation District
- North Lake Tahoe Resort Association
- Tahoe Bicycle Coalitions
- Tahoe Regional Planning Agency

##### Private Organizations/Entities

- Local bike store owners
- User groups

#### ESTIMATED TOTAL COSTS

- Trail Construction: \$51.65M for 28 miles
- Trail Signage and Amenities: \$40K annually
- Capital Replacement Fund: \$500K annually
- Maintenance and Snow Removal: \$50K - \$100K annually

#### 2015 Investment:

- Construction: \$800K
- Replacement: \$700K
- Snow Removal: \$70K

#### Additional Resources Required:

- \$33K-\$55M total over 8 years

#### POTENTIAL ADDITIONAL FUNDING SOURCES

- 0.5 cent Placer Sales Tax
- Federal, State and Local Grants
- Recreation Districts
- Eastern Placer additional TOT

#### TIMELINE

##### Short-Term (<2 yr.)

- Develop master plan for trail development and maintenance to determine funding needs
- Study winter use of trail systems and identify criteria and funding mechanisms
- Initiate sales tax ballot measure for 2016
- Work with stakeholders to identify grant funding possibilities

##### Long-Term (>2 yr.)

- Convene user groups and bike store owners to determine trail amenity and signage needs

- Work with trail user groups and lead agencies to complete mountain bike trail connections and map of the trail systems
- Work with public lands to develop trail signage for Nordic skiing and mountain biking
- Identify the sections of trail that merit snow removal

### TRANSPORTATION TIER 1 PRIORITY

#### ACTION ITEM

→ Fund and implement the Transit Vision to provide frequent, fun, and free Transit Service:

- Year-round transit
- Free to the rider
- 30 -minute frequency
- 6 a.m.-2 a.m. during peak season
- 6 a.m.-9:30 p.m. during shoulder season
- Connectivity between North Lake Tahoe, Squaw Valley, Northstar, Kings Beach, Truckee and Donner Summit
- Use of technology to communicate transit schedules

#### PARTICIPATING ENTITIES

##### Lead Agencies/Organizations

- Placer County/Tahoe Area Regional Transit
- Truckee-North Tahoe Transportation Management Associations

##### Partnering Agencies/Organizations

- Town of Truckee
- Washoe County/Incline Village
- Tahoe Transportation District
- Tahoe Regional Planning Agency

- North Lake Tahoe Resort Association

##### Private Organizations/Entities

- Ski areas
- Incline Village Crystal Bay Visitor Bureau

#### ESTIMATED TOTAL COSTS

- Local Share of Capital Improvements: \$500K annually
- Operations, Marketing and Administration: \$7.1M annually

#### 2015 Investment:

- \$4.5M annually

#### Additional Resources Required:

- \$3.1M annually

#### POTENTIAL ADDITIONAL FUNDING SOURCES

- 0.5 cent Placer Sales Tax
- Ski areas
- Town of Truckee
- Washoe County
- Increase of eastern Placer TOT
- State and Federal funding/grants

#### TIMELINE

##### Short-Term (<2 yr.)

- Initiate sales tax ballot measure for 2016
- Acquire other funding source(s)
- Work with Ski resorts and other jurisdictions to determine contribution and mechanism

##### Long-Term (>2 yr.)

- Reduce headways during peak traffic times
- Service residential areas with shuttles or park & rides
- Analyze feasibility of HOV lanes in key high traffic areas



## MARKETING + SALES TIER 1 PRIORITY

### ACTION ITEM

→ Increase domestic and international destination visitors traveling from longer distances:

- Increase visitor length of stay
- Increase average visitor per person spend
- Integrate priority marketing themes of health and outdoor recreation followed by relaxation and rejuvenation into all messaging

### PARTICIPATING ENTITIES

#### Lead Agencies/Organizations

- North Lake Tahoe Resort Association
- North Lake Tahoe Marketing Cooperative
- Reno-Tahoe Regional Air Service Corporation (RASC)

#### Partnering Agencies/Organizations

- Reno Sparks Convention & Visitors Authority
- Reno-Tahoe International Airport
- Sacramento Airport
- Ski Lake Tahoe
- Sierra Ski Marketing Council
- Visit California
- International Tour & Travel Operators
- South Lake Tahoe Visitors Authority
- High Sierra Visitor Council
- Placer County Visitor Bureau

#### Private Organizations/Entities

- Ski areas
- Lodging properties
- Businesses
- Attractions

### ESTIMATED TOTAL COSTS

- Marketing and Administration: \$1.5M - \$2.5M annually

#### 2015 Investment:

- \$600K

#### Additional Resources Required:

- \$900K - \$1.9M annually

### POTENTIAL ADDITIONAL FUNDING SOURCES

- Eastern Placer additional TOT
- Tourism Business Improvement District
- Expand cooperative partnership funding

### TIMELINE

#### Short-Term (<2 yr.)

- Work within existing marketing budget to identify strategies that will grow length of stay and visitor spend
- Identify target visitor demographic profiles and match profiles with off-peak seasons
- Convene lodging representatives and ski areas to identify strategies to attract more destination visitors to North Lake Tahoe and to provide desired funding levels to be competitive with other mountain resorts in the West
- In partnership with RASC, continue to identify key air service markets and support with funding
- Determine a preferred alternative funding mechanism with stakeholders and take steps to implement

#### Long-Term (>2 yr.)

- Increase direct flight options, both domestically and internationally into Reno-Tahoe and Sacramento airports
- Solicit group and business travel from broader markets during shoulder seasons
- Work with emerging international markets such as China and Brazil to increase visitation

- Help local businesses to better understand cultural and language differences of foreign visitors
- Continue to recruit and host outdoor recreation and Human Powered Sport events that attract large numbers of domestic and international visitors
- Promote connecting ground services to allow the visitor the opportunity to reach the North Lake Tahoe area without a personal automobile

## VISITOR INFORMATION TIER 1 PRIORITY

### ACTION ITEM

→ Implement user-friendly visitor guide technology that is accessible on a variety of devices:

- Upgraded website
- Applications (apps)
- Use of social media
- Local business training
- Increased use of established visitor information tools.

### PARTICIPATING ENTITIES

#### Lead Agencies/Organizations

- North Lake Tahoe Resort Association
- North Lake Tahoe Marketing Cooperative
- Visitor Information Centers

#### Partnering Agencies/Organizations

- North Tahoe Business Association
- Tahoe City Downtown Association
- West Shore Business Association
- Squaw Valley Business
- Northstar Business

- Incline Village Business Association
- Truckee Donner Chamber of Commerce

#### Private Organizations/Entities

- Businesses
- Lodging Properties

### ESTIMATED TOTAL COSTS

- Marketing and Administration: \$200K - \$300K annually

#### 2015 Investment:

- \$180K

#### Additional Resources Required:

- \$20K-\$120K annually

### POTENTIAL ADDITIONAL FUNDING SOURCES

- Partner agency contributions
- Business sponsorships

### TIMELINE

#### Short-Term (<2 yr.)

- Complete a new Web format for easier consumer navigation
- Work with local tourism leaders in hospitality training to develop a training program for local businesses, training to start summer 2016
- Work with public relations/social media agency to increase engagement of visitors in market through social media
- Investigate effective technological ways to provide visitor information

#### Long-Term (>2 yr.)

- Remain at the cutting edge of technological changes impacting how consumers get their information for travel
- Conduct intercept research and focus group research to understand changes in consumer travel behaviors
- Support all efforts to improve broadband and cellular access to all parts of North Lake Tahoe

## TIER 2 PRIORITIES

### VISITOR ACTIVITIES + FACILITIES TIER 2 PRIORITIES

#### ACTION ITEM

→ Invest in facilities and amenities that support history and arts and culture, such as museums, interpretive centers and public art.

#### PARTICIPATING ENTITIES

##### Lead Agencies/Organizations

- Olympic and FarWest Ski Foundation
- Tahoe Public Art
- The Stages at Northstar
- Other arts, culture and history organizations

##### Partnering Agencies/Organizations

- Placer County
- North Lake Tahoe Resort Association
- Business Associations
- North Tahoe Arts
- Placer Arts
- Tahoe Truckee Community Foundation
- Parasol
- Schools

##### Private Organizations/Entities

- Private donors
- Owners of potential venues
- Lodging
- Ski areas
- Town center business owners

#### ESTIMATED TOTAL COSTS

- Planning, Feasibility and Development Costs: \$500K - \$2M



- Ski History Museum: \$12M - \$20M
- Performing Arts Center: \$18M - \$24M
- Public Arts: \$500K - \$1M

#### 2015 Investment:

- \$135K

#### Additional Resources Required:

- \$31M - \$47M

#### POTENTIAL ADDITIONAL FUNDING SOURCES

- Grants
- Private donations

#### TIMELINE

##### Short-Term (<2 yr.)

- Assist ongoing development proposals with securing an appropriate venue and determining feasibility
- Assist proposed developments with identifying potential grant funding opportunities

##### Long-Term (>2 yr.)

- Assist with promotion of the arts, culture, and history facilities as key assets for North Lake Tahoe
- Explore partnership opportunities with proposed developments to leverage additional opportunities for visitor information distribution

#### ACTION ITEM

→ Advance efforts to update and improve the quality and variety of lodging properties at the lakeshore.

#### PARTICIPATING ENTITIES

##### Lead Agencies/Organizations

- Placer County
- Private Developers

##### Partnering Agencies/Organizations

- Tahoe Regional Planning Agency
- North Lake Tahoe Resort Association

##### Private Organizations/Entities

- Private investors

#### ESTIMATED TOTAL COSTS

- Public Funding per Project: \$1M - \$5M

#### 2015 Investment:

- \$0

#### Additional Resources Required:

- \$1M - \$5M

#### POTENTIAL ADDITIONAL FUNDING SOURCES

- TOT reserves
- Finance mechanisms with private developers

#### TIMELINE

##### Short-Term (<2 yr.)

- Identify TAUs available for purchase, preferably those located in environmentally sensitive zones and which can be relocated to more suitable locations
- Streamline permitting and building process
- Create an inventory of privately owned TAUs in Placer County

- Finalize and gain approval of the Placer County Tahoe Basin Area Plan
- Finalize parking requirements for commercial town centers

##### Long-Term (>2 yr.)

- Promote new properties as they become available through all media outlets
- Promote investment opportunities in North Lake Tahoe
- Work with TRPA to create a conversion mechanism for transferring CFA to TAU

#### ACTION ITEM

→ Create more public gathering and use spaces such as: plazas, parks, vista points, and group and event spaces.

#### PARTICIPATING ENTITIES

##### Lead Agencies/Organizations

- Placer County
- Tahoe City Public Utility District
- North Tahoe Public Utility District
- Squaw Valley Public Service District
- Northstar Community Service District
- Donner Summit Public Utility District

##### Partnering Agencies/Organizations

- North Lake Tahoe Resort Association
- Business Associations

##### Private Organizations/Entities

- Businesses
- Lodging properties
- Private Investors



### ESTIMATED TOTAL COSTS

- Development: \$1M – \$2M per project
- Maintenance: \$4K – \$10K for annual maintenance per project

#### 2015 Investment:

- \$0

#### Additional Resources Required:

- \$1M – \$2M per project plus \$4K – \$10K for annual maintenance per project

### POTENTIAL ADDITIONAL FUNDING SOURCES

- Grants
- Public agency funding
- Infrastructure district
- Business Assessment District

### TIMELINE

#### Short-Term (<2 yr.)

- Identify potential new gathering and use spaces
- Provide landowners with planning assistance to incentivize the development of public amenities

#### Long-Term (>2 yr.)

- Encourage use of public spaces for community vitality and events



## TRANSPORTATION TIER 2 PRIORITIES

### ACTION ITEM

→ Create point-to-point shuttles to key destinations:

- Beaches
- Town Center Trailheads
- Parks
- Ski areas
- Cross Lake Ferry

### PARTICIPATING ENTITIES

#### Lead Agencies/Organizations

- Tahoe Transportation District
- Truckee-North Tahoe Transportation Management Associations
- Placer County

#### Partnering Agencies/Organizations

- North Lake Tahoe Resort Association
- Business Associations
- Tahoe Regional Planning Agency
- U.S. Forest Service Lake Tahoe Basin Management Unit
- Town of Truckee
- Incline Village Crystal Bay Visitor Bureau
- Washoe County
- Truckee Tahoe Airport District

#### Private Organizations/Entities

- Ski areas
- Lodging properties

### ESTIMATED TOTAL COSTS

- Shuttle Service: \$40K annually per bus and route

#### 2015 Investment:

- \$0

#### Additional Resources Required:

- \$40K annually per bus and route

### POTENTIAL ADDITIONAL FUNDING SOURCES

- Grants
- Partner agency funding
- Private business contributions

### TIMELINE

#### Short-Term (<2 yr.)

- Determine feasibility of point-to-point shuttles in the summer
- Determine feasibility of adding other ski areas to existing winter ski shuttle
- Initiate shuttle service based on budget and feasibility

#### Long-Term (>2 yr.)

- Reduce traffic congestion through available shuttle systems
- Work with TTD to create the Cross Lake Ferry to get people to places of interest without a personal automobile
- Explore additional park & ride lots that coordinate with the Cross Lake Ferry
- Provide incentives to use the shuttle systems
- Create a shuttle system that is an experience in and of itself, i.e. Duck Tours

### ACTION ITEM

→ Invest in sidewalks and pedestrian infrastructure and amenities to increase safety and convenience and improve the visitor's experience of walking in commercial core areas, town centers and neighborhoods

### PARTICIPATING ENTITIES

#### Lead Agencies/Organizations

- Placer County
- Tahoe City Public Utility District
- North Tahoe Public Utility District

#### Partnering Agencies/Organizations

- North Lake Tahoe Resort Association
- Business associations

#### Private Organizations/Entities

- Businesses

### ESTIMATED TOTAL COSTS

- Construction of new sidewalks: \$1.2M per mile
- Maintenance: \$10K annually

#### 2015 Investment:

- \$250K

#### Additional Resources Required:

- Varies depending on projects identified

### POTENTIAL ADDITIONAL FUNDING SOURCES

- Grants
- Public agency funding
- Infrastructure District
- Business Assessment District

### TIMELINE

#### Short-Term (<2 yr.)

- Identify priority areas to develop additional sidewalks and infrastructure needs in commercial core areas and neighborhoods
- Identify specific trails or sidewalks for winter snow clearing
- Identify priorities for potential rest areas, benches, restrooms and evening lighting



#### Long-Term (>2 yr.)

- Initiate sidewalk improvements as determined above
- Create a snow removal schedule for priority areas
- Identify and secure a funding mechanism for maintenance for pedestrian amenities and sidewalks

#### ACTION ITEM

→ Advocate for and invest in more direct flights into the Reno and Sacramento Airports to attract destination visitors and reduce personal automobile use.

#### PARTICIPATING ENTITIES

##### Lead Agencies/Organizations

- Regional Air Service Committee
- North Lake Tahoe Marketing Co-op
- Reno-Tahoe Airport Authority

##### Partnering Agencies/Organizations

- North Lake Tahoe Resort Association
- Truckee Tahoe Airport Authority
- Sacramento Airport

##### Private Organizations/Entities

- Ski areas
- Lodging and gaming owners

#### ESTIMATED TOTAL COSTS

- Administration and Promotions: \$100K- \$250K annually

##### 2015 Investment:

- \$100K

##### Additional Resources Required:

- \$0 - \$150K annually

#### POTENTIAL ADDITIONAL FUNDING SOURCES

- Tourist Business Improvement District
- Increase in TOT

#### TIMELINE

##### Short-Term (<2 yr.)

- Continue to work with the Regional Air Service Committee to identify prospective destinations and providers
- Initiate new service into Reno-Tahoe International Airport where possible
- Meet with Sacramento airport directors to discuss potential for additional direct service

##### Long-Term (>2 yr.)

- Market to new destinations served by direct air service to Reno-Tahoe and Sacramento airports to increase passenger use of air service
- Provide connecting ground services to allow the visitor the opportunity to reach the North Lake Tahoe area without a personal automobile

### MARKETING + SALES TIER 2 PRIORITIES

#### ACTION ITEM

→ Invest in world class events that showcase North Lake Tahoe's assets.

#### PARTICIPATING ENTITIES

##### Lead Agencies/Organizations

- North Lake Tahoe Resort Association
- Event producers

##### Partnering Agencies/Organizations

- Business associations
- Incline Village Crystal Bay Visitor Bureau

- South Lake Tahoe Visitors Authority
- Truckee Donner Chamber
- Town of Truckee
- Emergency personnel
- Other jurisdictions
- Public venue owners

##### Private Organizations/Entities

- Ski areas
- Venue owners

#### ESTIMATED TOTAL COSTS

- Events, Marketing and Administration: \$500K - \$800K annually

##### 2015 Investment:

- \$615K

##### Additional Resources Required:

- \$0 - \$185K

#### POTENTIAL ADDITIONAL FUNDING SOURCES

- Event producers
- Sponsors
- Participant or spectator fees
- Business advertising

#### TIMELINE

##### Short-Term (<2 yr.)

- Evaluate long term approach to current events
- Develop an Event Permitting Plan of Action in collaboration with regional permitting agencies

##### Long-Term (>2 yr.)

- Develop relationships with sports media companies to develop North Lake Tahoe events
- Expand Home Town Hero social network programming

#### ACTION ITEM

→ Expand international visitation from emerging tourism markets.

#### PARTICIPATING ENTITIES

##### Lead Agencies/Organizations

- North Lake Tahoe Resort Association
- North Lake Tahoe Marketing Cooperative

##### Partnering Agencies/Organizations

- Sierra Ski Marketing Council
- Ski Lake Tahoe
- Visit California

##### Private Organizations/Entities

- Agencies in other countries
- Media
- Travel and tour operators

#### ESTIMATED TOTAL COSTS

- Marketing and Administration: \$75K - \$150K annually

##### 2015 Investment:

- \$60K

##### Additional Resources Required:

- \$15K - \$90K

#### POTENTIAL ADDITIONAL FUNDING SOURCES

- Visit California
- State grants
- Lodging properties

#### TIMELINE

##### Short-Term (<2 yr.)

- Create an International Marketing Committee within the existing Cooperative made up of local stakeholders

- Increase sales and public relation efforts in current International markets
- Increase local educational efforts on international demand and travel patterns
- Redevelop local activity itineraries to highlight the multitude of choices
- Distribute itineraries to regional partners in northern and southern California/Nevada

#### Long-Term (>2 yr.)

- Develop media and travel industry contacts in emerging markets
- Collaborate with regional and state, and national trade agencies to increase our tourism product awareness in second and third tier markets for California and Nevada

#### ACTION ITEM

→ Increase group, conference, reunion and wedding related visitation.

#### PARTICIPATING ENTITIES

##### Lead Agencies/Organizations

- North Lake Tahoe Resort Association
- North Lake Tahoe Marketing Cooperative

##### Partnering Agencies/Organizations

- Chambers of Commerce

##### Private Organizations/Entities

- Lodging properties

#### ESTIMATED TOTAL COSTS

- Marketing and Administration: \$250K- \$300K annually

#### 2015 Investment:

- \$200K

#### Additional Resources Required:

- \$50K - \$150K annually

#### POTENTIAL ADDITIONAL FUNDING SOURCES

- Lodging properties
- Reno Spark Convention and Visitor Authority
- South Lake Tahoe Visitor Authority

#### TIMELINE

##### Short-Term (<2 yr.)

- Increase follow up from local bridal fairs
- Purchase databases from bridal and reunion publications
- Increase the marketing messages on our website for these specific markets
- Develop custom email messaging to individual conference markets

##### Long-Term (>2 yr.)

- Develop a marketing plan for regional and national publications for wedding and reunion markets
- Join collegiate alumni associations
- Research additional out-of-market sales opportunities through trade shows and events

#### ACTION ITEM

→ Develop and implement marketing strategies to attract the Millennial generation.

#### PARTICIPATING ENTITIES

##### Lead Agencies/Organizations

- North Lake Tahoe Resort Association
- North Lake Tahoe Marketing Cooperative

##### Partnering Agencies/Organizations

- Business associations

#### Private Organizations/Entities

- Creative and public relations/social media agencies

#### ESTIMATED TOTAL COSTS

- Marketing and Administration: \$50K - \$100K annually

#### 2015 Investment:

- \$0

#### Additional Resources Required:

- \$50K - \$100K annually

#### POTENTIAL ADDITIONAL FUNDING SOURCES

- North Lake Tahoe Marketing Cooperative Partners

#### TIMELINE

##### Short-Term (<2 yr.)

- Continue to research buying and travel trends of the Millennial generation
- Improve electronic information access to keep up with current trends
- Develop targeted messaging direct to consumer
- Increase social media platform footprint and activities through age specific messaging
- Increase presence on age-appropriate specific interest blogs

##### Long-Term (>2 yr.)

- Increase media coverage of local athletes in the Millennial demographic
- Sponsor local hero/athlete program from middle school age to adulthood
- Leverage current local professional athletes through event appearances and contests

#### ACTION ITEM

→ Develop and implement marketing strategies to diversify winter product offerings in response to climate change.

#### PARTICIPATING ENTITIES

##### Lead Agencies/Organizations

- North Lake Tahoe Resort Association
- North Lake Tahoe Marketing Cooperative

##### Partnering Agencies/Organizations

- Business associations

##### Private Organizations/Entities

- Creative and public relations/social media agencies
- Ski areas

#### ESTIMATED TOTAL COSTS

- Marketing and Administration: \$50K - \$100K annually

#### 2015 Investment:

- \$50K

#### Additional Resources Required:

- \$0 - \$50K

#### POTENTIAL ADDITIONAL FUNDING SOURCES

- Ski areas
- Activity companies
- Lodging properties

#### TIMELINE

##### Short-Term (<2 yr.)

- Develop "Plan B" marketing initiatives that automatically go into action in case of weather challenges

- Focus marketing on destination lifestyle and year-round “human powered sports” activities
- Enhance public relations and social media outreach with development of activity specific itineraries

**Long-Term (>2 yr.)**

- Expand positive outreach to local, regional and national weather outlets and meteorologists

**ACTION ITEM**

→ Continue to pursue the core drive market in the northern California/Bay Area

**PARTICIPATING ENTITIES**

**Lead Agencies/Organizations**

- North Lake Tahoe Resort Association
- North Lake Tahoe Marketing Cooperative

**Partnering Agencies/Organizations**

- Ski Lake Tahoe

**Private Organizations/Entities**

- Creative and public relations/social media agencies
- Ski areas
- Lodging properties

**ESTIMATED TOTAL COSTS**

- Marketing and Administration: \$300K - \$500K annually

**2015 Investment:**

- \$400K

**Additional Resources Required:**

- \$0 - \$100K annually

**POTENTIAL ADDITIONAL FUNDING SOURCES**

- North Lake Tahoe Marketing Cooperative Partners
- Lodging properties

**TIMELINE**

**Short-Term (<2 yr.)**

- Continue to maintain a branded message in the Bay Area to attract new residents to North Lake Tahoe
- Through attractive offerings, extend stays to include long weekends and mid-week

**Long-Term (>2 yr.)**

- Work with lodging properties to better complement their marketing strategies and lessen duplication

**ACTION ITEM**

→ Grow visitation to the lakeshore in all seasons and continue to grow visitation to the mountains in the summer.

**PARTICIPATING ENTITIES**

**Lead Agencies/Organizations**

- North Lake Tahoe Resort Association
- Business Association and Chamber Collaborative
- North Lake Tahoe Marketing Cooperative

**Partnering Agencies/Organizations**

- Business Associations

**Private Organizations/Entities**

- Lodging properties
- Businesses
- Ski areas

**ESTIMATED TOTAL COSTS**

- Marketing and Administration: \$50K - \$100K annually

**2015 Investment:**

- \$73K

**Additional Resources Required:**

- \$0 - \$27K annually

**POTENTIAL ADDITIONAL FUNDING SOURCES**

- Business associations
- Lodging properties
- Businesses
- Ski areas

**TIMELINE**

**Short-Term (<2 yr.)**

- Review seasonal growth of each area and determine priority of need
- Research additional marketing opportunities that include seasonal activity and lodging packaging
- Cross-promote all communities and attractions in North lake Tahoe through local marketing campaigns
- Expand destination value messaging on social networking
- Remove snow from bike trails to increase alternative access to the lake and mountains

**Long-Term (>2 yr.)**

- Assess current local event and festival strategy to grow incremental room nights associated with events

**VISITOR INFORMATION  
TIER 2 PRIORITIES**

**ACTION ITEM**

→ Implement more vehicular and pedestrian wayfinding signage and maps pointing to downtowns; historic, scenic and recreation sites; and photo-opportunity locations.

**PARTICIPATING ENTITIES**

**Lead Agencies/Organizations**

- Placer County
- North Lake Tahoe Resort Association
- Tahoe City Public Utility District
- North Tahoe Public Utility District
- Squaw Valley Public Service District
- Northstar Community Service District
- California Tahoe Conservancy

**Partnering Agencies/Organizations**

- Business Associations
- Recreation Districts
- Caltrans
- Tahoe Regional Planning Agency

**Private Organizations/Entities**

- Local businesses

**ESTIMATED TOTAL COSTS**

- New signage and replacement of damaged or deteriorating signage: \$75K - \$150K annually

**2015 Investment:**

- \$180K

**Additional Resources Required:**

- \$750K



#### POTENTIAL ADDITIONAL FUNDING SOURCES

- Public utility and recreation districts
- Placer County
- California Tahoe Conservancy
- Grants

#### TIMELINE

##### Short-Term (<2 yr.)

- Complete permitting with Caltrans and other permitting agencies
- Continue to promote use of the Wayfinding Manual with agencies and organizations looking to create visitor information signage
- Install 50 wayfinding signs

##### Long-Term (>2 yr.)

- Complete wayfinding signage on all major roadways in the North Lake Tahoe region
- Develop monument entry signs for all town centers
- Work with California Tahoe Conservancy to develop a signage program for the Water Trail
- Create wayfinding for Town Centers
- Link lodging to recreation with wayfinding

#### ACTION ITEM

→ Create mobile, seasonal, walk-up visitor information at popular locations and events.

#### PARTICIPATING ENTITIES

##### Lead Agencies/Organizations

- North Lake Tahoe Resort Association
- Incline Village Crystal Bay Visitors Bureau

##### Partnering Agencies/Organizations

- California State Parks

- U.S Forest Service Tahoe Basin Management Unit
- Museums or other visitor centers
- UC Davis Research Center

##### Private Organizations/Entities

- Private property owners in commercial areas

#### ESTIMATED TOTAL COSTS

- Purchase of tent, van, or bike: \$10K- \$35K

##### 2015 Investment:

- \$0

##### Additional Resources Required:

- \$10K - \$35K annually

#### POTENTIAL ADDITIONAL FUNDING SOURCES

- Grants
- Partnerships with other agencies
- Partnerships with private land owners

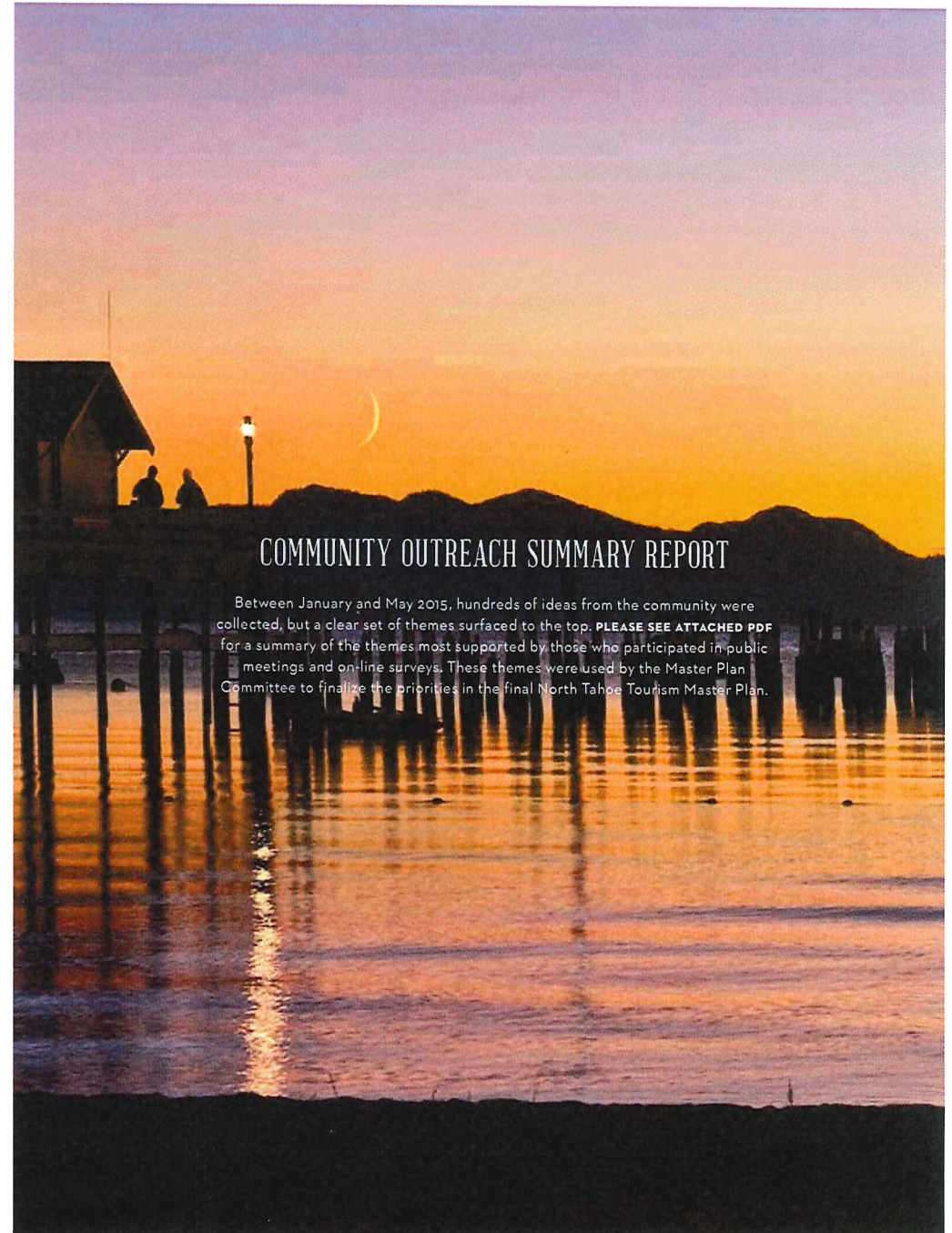
#### TIMELINE

##### Short-Term (<2 yr.)

- Increase presence with current distribution outlets
- Work with all local museums and attraction gift shops to better utilize, understand and distribute all our visitor collateral
- Research the feasibility of a permanent Kings Beach Visitor Center

##### Long-Term (>2 yr.)

- Develop partnership opportunities with developers of the Performing Arts Center at Northstar, the Sierra Ski Heritage Museum and Squaw Valley for visitor information distribution opportunities
- Research the potential opportunities of a North Lake Tahoe Interpretive Natural History and Nature Center



## COMMUNITY OUTREACH SUMMARY REPORT

Between January and May 2015, hundreds of ideas from the community were collected, but a clear set of themes surfaced to the top. **PLEASE SEE ATTACHED PDF** for a summary of the themes most supported by those who participated in public meetings and on-line surveys. These themes were used by the Master Plan Committee to finalize the priorities in the final North Tahoe Tourism Master Plan.



Date: October 20, 2017

To: Marketing Committee

From: Anna Atwood

Re: Updated Marketing Committee Appointments

**Background**

Per Board Policy Pool A term ends December 2017 and Board will re-appoint in January of 2018. Interested parties should submit a letter by **Monday, November 27, 2017**. Letters can be submitted to Anna Atwood, Executive Marketing Assistant. (Anna@GoTahoeNorth.com).

Below is the current updated make-up of the committee and the specific pools associated with each.

**POOL A (Term Ends December 2017)**

1. Gregg Gibboney, Notched
2. Marguerite Sprague, Tahoe Public Art Program Coordinator, North Tahoe Arts
3. Carlynn Fajkos – Director of Marketing, Northstar California Resort

**POOL B (Term Ends 2018)**

1. Becky Moore, Director of Sales, Squaw Valley Lodge
2. Todd Jackson, Big Blue Adventures
3. Eric T. Brandt, Destination Media Solutions

**POOL C (Term Ends 2019)**

1. Terra Calegari – Director of Sales & Marketing, Resort at Squaw Creek
2. Judith Kline – Marketing Director, Tahoe Luxury Properties
3. Christine Horvath, Squaw Valley / Alpine Meadows