



## Marketing Committee Agenda and Meeting Notice

• Revised

**Tuesday, September 29, 2015 - 2:00 pm**  
**Fairway Community Center, Tahoe City**

### 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**  
**Brendan Madigan, Alt.**

### Committee Members

**John Monson, Chair**  
Sugar Bowl

**Larry Colton**  
Resort at Squaw Creek

**Becky Moore**  
Squaw Valley Lodge

**Paul Raymore**

**Marguerite Sprague**  
North Tahoe Arts

**Christine Horvath**  
Squaw Valley/Alpine Meadows

**Giles Priestland**  
The Ritz Carlton- Lake Tahoe

**Glenn M. Cadematrori**  
Northstar California

**Gregg Gibboney**  
Notched

**Placer County Rep**  
**Cadence Matijevich**

**NLTRA Staff**  
**JT Thompson**

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

Items May Not Be Heard In the Order They Are Listed

- A. Call to Order – Establish Quorum
- B. Public Forum: Any person wishing to address the Marketing Committee on items of interest to the Committee not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Committee on items addressed under Public Forum. (2 - 10 min)
- C. Agenda Amendments and Approval (2 min)
- D. Approval of Marketing Meeting Minutes – August 25, 2015 (2 min)
- E. Departmental Reports (30 min)
  - Conference Sales – Jason Neary
  - Leisure Sales – Sarah Winters
  - Special Projects/Events – Judy Laverty / JT Thompson
    - Ironman
    - AFW
    - Spartan Race
    - USA Cycling – ROI Report
  - Website Content – Shelley Fallon
  - PR/Social Communication
  - Advertizing
- F. 2015 - 2016 Work Plan Review and **Motion to Approve** - Evans Hall / Thompson (15 min)
- G. 2015 - 2016 Strategic Goals Review and **Motion to Approve** - Thompson (15 min)
- H. 2014 – 2015 Fund Balance and Marketing Scope of Work review – Thompson (20 min)
- I. Update on Cross Country (XC/Nordic) Skiing Program for '15-'16 Season – Winters (10 min)
- J. WinterWonderGrass Tahoe Sponsorship Agreement – Laverty (10 minutes)
- K. Directors Comments and Follow up - Thompson (10 minutes)
- L. 2015 – 2016 Marketing and PR Strategy Presentations (60 minutes)
  - School of Thought
  - The Abbi Agency

M. Committee Member Comments (5 minutes)

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

- August DestiMetrics Report
- Conference Activity Report
- Google Analytics Reporting

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This meeting is wheelchair accessible

Posted and Emailed (9/25/15 10:00 A.M.)



# north lake tahoe

Chamber | CVB | Resort Association

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

## MARKETING COMMITTEE MEETING MINUTES

Tuesday, August 25, 2015 – 2 pm

### Tahoe City Public Utility District

#### PRELIMINARY MINUTES

**COMMITTEE MEMBERS IN ATTENDANCE:** Brett Williams, Christine Horvath, Giles Priestland, Cadence Matijevich, John Monson

**RESORT ASSOCIATION STAFF:** JT Thompson, Anna Atwood, Jason Neary, Sandy Evans Hall, Sarah Winters

**OTHERS IN ATTENDANCE:** Brinn Talbot, Connie Anderson

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

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

1.1 The Marketing Committee meeting was called to order at 2:08 pm and a quorum was not established.

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

2.1 JT introduced Sarah Winters as the new Leisure Sales Director to the committee members.

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

3.1 The agenda was accepted through acclamation and item G was moved up.

##### **4.0 APPROVAL OF MARKETING MEETING MINUTES FROM JULY 28, 2015**

4.1 **The approval of the Marketing Committee minutes from July 28, 2015 will be tabled until next month.**

##### **5.0 DISCUSSION ON CROSS COUNTRY (XC/NORDIC) SKIING PROGRAM FOR 2015-16 SEASON – JOHN MONSON**

5.1 John Monson (Royal Gorge) and Brinn Talbot (Tahoe Donner) asked if NLTRA would consider a cooperative marketing budget for cross country ski resort to place ads in cross country specific magazines. The collective buy in for the cross country resorts and NLTRA and possibly the Truckee Chamber would be \$2500. Tahoe Donner has offered to work out graphic design details of the ad buys and have several partners already committed. Brinn shared they would probably come up with 2 or 3 different design and then do a vote.

JT stated \$10,000 has been set aside in budget for Nordic although he was not sure of cost of re-printing tickets. He shared there are plenty of cross country maps in stock for this winter as they were printed last year.

#### Committee member comments:

- Cross-country skiing could be tied in to Learn to ski month.

- What will the message be? More details need to be considered. What are we doing to grab the growth in the industry? Is there a cooperative website that we can point them to?
- Lack of Tahoe presence in Cross Country publication.
- What are we doing to promote the tickets?
- Are there opportunity to package these with lodging?
- Committee members had no objections to spending some of the \$10,000 for media buys in cross country publication

Brinn did share her thoughts on the message and that is should include the amazing product we have to offer in our region. The new Alder Creek Adventure Center is still under constructions but it should be completed sometime this fall. Sarah will be scheduling a meeting with the Nordic Group to work out ticket details within the next couple of weeks.

**Action to staff (Sarah/JT): 1) Schedule a fall meeting with the Nordic Group within the next couple of weeks 2) Look into cost of re-printing the tickets.**

## 6.0 DEPARTMENTAL REPORTS

- 6.1 Conference Sales** – Jason has been busy with sites visit and is working on a discount program for some of the VIP's for the Spartan Race World Championships participants. Jason is heading to Connect Marketplace in Pittsburg and Greg is heading to M&C Interact in New Orleans next week. He will also be doing sales calls in Texas. JT asked what the committee members for feedback on the discount program or added value to some of our conference attendees. "Show your badge" and receive a 10%, however some of the committee members asked that it be a coupon of some sort to make it easier for tracking purposes. It was also suggested to have welcome banners and thank you signage.
- 6.2 Leisure Sales** – JT shared ski shows are still being considered although he is not a big fan of consumer ski shows. John shared SnowBomb has a bigger budget this year and Sugar Bowl is doing 2 out of 3 and Squaw will be exhibiting at one of the SnowBomb shows.
- 6.3 Special Projects** – JT shared Judy Laverty has been working part time from home and has help from Lisa Krueger with the Autumn Food and Wine and Ironman Dine Around program. JT will be doing outreach to the community for Ironman. Registration numbers for Ironman are down. Ironman contract is due for renewal next year. This will be a discussion item on the agenda for next month. What is the fixed operational cost for this event?
- 6.4 Web** – Shelley reported that there are some issues with the Calendar of Events on the new website that are being changed. There are still some issues with the Chamber site that are getting worked out soon.
- 6.5 PR/Social** – Connie shared they are busy with 3 FAM's rights now. They are launching the Ale Trail campaign on September 1<sup>st</sup>. The Abbi Agency is pushing it out to local influencers and beer bloggers etc. They are working on "What's New" for a winter release. There were some discussion on El Nino and Connie stated they will share some of the reputable forecasters or interesting videos especially if it's an early snow year. Some committee members suggestion to push it as this is positive but be careful that we are not doing the forecasting but referencing experts.
- 6.6 Advertising** – JT shared the media flow chart with the committee members. Due to a lot of it being digital it's very flexible and can be changed out fairly quickly. Some committee members shared their concern about the shorter booking window and that there is nothing for December, January, February and March. JT shared since we are targeting the destination traveler they need to be targeted earlier to get them to think about their vacation and inspire them. It was suggested to have further discussion with School of Thought next month regarding the timing on some of the digital push with DataXu, TripAdvisor and GumGum by 2 weeks.

**Action to JT: 1) Add Ironman discussion to agenda for next month and look at Ironman operational cost to bring back for more discussion 2) Have a discussion with School of Thought at next month's meeting regarding pushing back the timing on some of the digital media buys.**

## 7.0 2015-2016 STRATEGIC GOALS OVERVIEW – JT THOMPSON

- 7.1 JT reported on the 2015 – 2016 Strategic Goals overview. These were thoughts and discussion items from the Board Retreat in July that will be included in the Scope of Work for FY 2015-16. JT reviewed some of the items:

- 1) By 2020, we will have Increased Destination Visitors Year Round to North Lake Tahoe by \_\_\_% in Summer and \_\_\_ % in Winter. (2014 summer had 19% visitors travel by air)
- 2) By 2020, we will have Increased Visitor Information Distribution to a Broader Audience by \_\_\_%. (Currently, 100,000 Visitors Guides, 355K mobile visits in 2013)
- 3) By 2020, we will have developed Marketing Strategies to Address Long Term Changes in Consumer Demographics (Millennial Generation) and Climate Change (Winter Activities)

Once we arrive at our "top goal" or target numbers, it goes back to staff to develop an action plan and the best way of achieving that goal. Some of the tactics mentioned may be taken into consideration for achieving the goals. JT will follow up with the committee members individually to come up with the target numbers.

## **8.0 REVIEW AND DISCUSSION ON TOURISM MASTER PLAN – JT THOMPSON**

- 8.1 JT stated the Tourism Master Plan has been 2 years in the works and is in its final stages. Sandy shared a lot of research and outreach has gone into this document. This plan over the next 12 years will require the efforts of many agencies and partners in the region. And, while the investment of TOT is recommended for the following priorities, other funding sources will also be necessary. The action plan is a long range (8 years) plan to identify potential partners, stakeholders, and funding sources that may be utilized as well as short term and long term objectives.

## **9.0 SEPTEMBER MEETING LOCATION CHANGE AND UPDATED MEETINGS CALENDAR – JT THOMPSON**

- 9.1 JT shared next month's meeting will be held at the Fairway Community Center, September 29<sup>th</sup>. He handed out the meetings calendar including the month of December and July being dark. He will re-send the document out to the committee as there was a typo on it. JT reviewed the upcoming Tourism Summit, September 24<sup>th</sup> and encouraged everyone to attend. It was requested that we do the budget pre-view to April instead of March.

## **10.0 COMMITTEE MEMBER COMMENTS**

- 10.1 No committee member comments.

## **11.0 STANDING REPORTS (posted on [www.nltra.org](http://www.nltra.org))**

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

- AUGUST MTRiP REPORT
- AUGUST LODGING REFERRAL REPORT
- CONFERENCE ACTIVITY REPORT
- GOGGLE ANALYTICS REPORTING

## **12.0 ADJOURNMENT**

- 12.1 The Marketing Committee meeting adjourned at 4.13 pm.

Submitted By:  
 Anna Atwood, Marketing Executive Assistant  
 North Lake Tahoe Chamber/CVB/Resort Association



## 2015-2020 Strategic Goals

### Marketing, Sales and Visitor Information

**By 2020, we will have Increased Destination Visitors year round to North Lake Tahoe by 10% in Summer and Winter over summer and winter of 2014/15.**

\*10% increase in summer = 29% arrive by air; 10% increase in winter = 40% arrive by air.

*Staff Responsibility: John Thompson, Jason Neary, Greg Howey, Sarah Winters, Judy Laverty, Anna Atwood*

#### **2015/16 Action Plan:**

- In consultation with the Resort Association's Marketing Committee, develop and implement an integrated media, marketing and promotions plan which is targeted to audiences located outside of the North Lake Tahoe area. Such plan shall focus on increasing visitation to the destination during mid-week and strike zone time periods, average length of stay per visitor and total number of visitors arriving by air.\*
- Conduct at least one member and partners workshop to review the results of in-market marketing, advertising and promotions efforts. The feedback and input received during this workshop shall be considered by the Resort Association when developing the FY 2016-17 in-market integrated media, marketing and promotions plan.
- Increase public and media awareness of North Lake Tahoe as a premier year-round travel destination.\*
- Generate positive editorial coverage in national and regional publications and communications channels.\*
- Conduct media familiarization trips throughout the course of FY 2015-16.\*
- Provide assistance to travel writers on assignment in North Lake Tahoe.\*
- Generate and update content for the media center on GoTahoeNorth.com.\*
- Integrate messaging between traditional media and online media.\*
- Develop and implement an integrated media, marketing and promotions plan promoting group/conference sales.\*
- Promote the Placer County portion of North Lake Tahoe at industry trade shows.\*
- Foster direct relationships with organizations and groups that regularly travel to offsite locations for conferences, conventions, seminars, meetings, training and similar gatherings.\*
- Utilize multiple distribution channels for the sale of North Lake Tahoe vacations and vacation products, including: 1) direct to consumer; 2) travel agents; and, 3) domestic and international tour operators.\*
- Administer the Community Marketing Program and Special Events Mini-Grant process as specified in the Placer County/Resort Association Agreement.
- Serve as the Resort Association's primary liaison to the cooperative tourism marketing programs available at the state level, including partnership with the California Travel and Tourism Commission (CTTC), dba, Visit California.\*
- Serve as the Resort Association's primary liaison to General Sales Agents (GSAs) in international markets identified as priorities for development.\*

- Host at least two travel trade FAMs per year, one with a summer focus and one with a winter focus.\*
- In conjunction with the Resort Association's Public Relations team and with GSAs, host multiple media FAM trips.\*
- Conduct sales missions, site inspections and familiarization tours (FAMs).
- Host at least two trade FAMs per year, one with a summer focus and one with a winter focus.
- Brand and position North Lake Tahoe as a top Nordic destination through cooperative efforts with Nordic resorts, suppliers and partners.\*
- Work with RASC to increase direct air service, particularly from the East Coast with 15% - 20% more passengers into Reno Tahoe airport (\$3,212,373 passengers used the RTIA in 2014 compared to 5,226,131 in 2005 – a decrease of 38.5% in 10 years).
- Evaluate marketing spend between Bay Area and Destination.
- Continuously update GoTahoeNorth.com with content designed to engage travelers and inspire visitation to North Lake Tahoe.
- Ensure GoTahoeNorth.com includes all information that a visitor would need to book a trip to North Lake Tahoe and find information to enhance their visit while in market.

### **Performance Indicators:**

- Increase in TOT collections by 2% as compared to FY 2014-15.\*
- Increase number of travelers arriving by air by 3% as compared to FY 2014-15.\*
- Increase mid-week occupancy by 5% as compared to FY 2014-15.\*
- Increase occupancy in the months of September 2015 and June 2016 by 5% as compared to the prior year.\*
- Advertising equivalency of public relations efforts increased by 10% over FY 2014-15.\*
- References to GoTahoeNorth.com in editorial stories and features about North Lake Tahoe increased by 20% over FY 2014-15.\*
- Number of media contacts and press releases downloaded from GoTahoeNorth.com increased by 15% over FY 2014 -15.\*
- Conduct at least 20 annual Leisure Sales site inspections and sales missions promoting North Lake Tahoe.\*
- Increase North Lake Tahoe product placement in wholesale and tour operator sales channels by 5% over FY 2014 -15.\*
- Increase newsletter database of travel agents located outside the four hour drive market by 50% over FY 2014 - 15.\*
- Increase the number of Nordic passes sold by 20% as compared to FY 2013 - 14.\*
- Improve International travel by 5% (Currently 8% of summer visitors).
- Increase visitor participation in specific in-market marketing initiatives by 10% as compared to FY 2014-15.
- Advertising equivalency of public relations efforts increased by 10% over FY 2014-15.\*
- Number of social media followers increased by 15% over FY 2014-15.\*
- Increase number of YouTube viewers by 20% as compared to FY 2014-15.\*
- Increase number of Instagram photos posted by 25% as compared to FY 2014-15.\*
- Total unique visitors to site increased by 5% over FY 2014-15.\*
- Average length of stay on the site increased by 10% over FY 2014-15.\*
- Reduce bounce rate of the site by 10% as compared to FY 2014-15.\*
- Percent of direct and bookmarked visitors increased by 3% over FY 2014-15.\*
- Number of repeat Visitors increased by 15% over FY 2014-15.\*
- Number of lodging referrals increased by 5% over FY 2014-15.\*
- Lodging referrals as a percentage of total unique visitors increased by 5% over FY 2014-15.\*
- Organic search increased by 10% over FY 2014-15.\*
- Number of newsletter sign-ups increased by 5% over FY 2014-15.\*
- Increase TOT and other revenues associated with group and meetings business by 5% over FY 2014-15.\*

- Increase total leads and total booked revenue by 5% over FY 2014-15.\*
- Increase number of group and conference requests for proposal submitted through GoTahoeNorth.com by 5% over FY 2014-15.\*

**By 2020, we will have Increased Visitor Information Distribution via collateral and technology to a Broader Audience by 20% over 2013-14.**

\*Reach 111,000 people through new audiences

*Staff Responsibility: John Thompson, Emily Detwiler, Ginger Karl, Kym Fabel, Visitor Center staff*

**2015/16 Action Plan:**

- Utilize social media to increase public awareness of North Lake Tahoe.\*
- Utilize contests, quizzes and campaigns to increase followers and engage viral community.\*
- Post scenic photography to inspire visitation and attract new followers.\*
- In consultation with the Resort Association's Business Association Chamber Collaborative and Marketing Committee, develop and implement an integrated media, marketing and promotions plan which is targeted to audiences located, either permanently or temporarily, within the North Lake Tahoe area. Such plan shall focus on increasing visitor awareness of all of the amenities offered in the region, including driving visitation to the mountain resort communities during the summer and visitation to the lakeshore communities in the winter.\*
- Conduct at least one member and partners workshop to review the results of in-market marketing, advertising and promotions efforts. The feedback and input received during this workshop shall be considered by the Resort Association when developing the FY 2016-17 in-market integrated media, marketing and promotions plan.\*
- Administer the Community Marketing Program and Special Events Mini-Grant process as specified in the Placer County/Resort Association Agreement.\*
- Continuously update GoTahoeNorth.com with content designed to engage travelers and inspire visitation to North Lake Tahoe.\*
- Ensure GoTahoeNorth.com includes all information that a visitor would need to book a trip to North Lake Tahoe and find information to enhance their visit while in market.\*
- Develop, publish and distribute the bi-annual North Lake Tahoe Official Visitor Guide. Summer guide distribution shall be 70,000 copies; winter guide distribution shall be 30,000 copies.\*
- Develop, publish and distribute a minimum of 20,000 North Lake Tahoe Neighborhood Maps.\*
- Develop, publish and distribute a minimum of 10,000 North Lake Tahoe Cross Country Ski Maps.\*
- Operation of the year-round Tahoe City Visitors Center, which shall provide guests with information concerning North Lake Tahoe businesses, attractions, events and activities.\*
- Operation of the summer-season (July 4<sup>th</sup> weekend through Labor Day weekend) Visitor Center at Kings Beach State Recreation Area, which shall provide visitors with information concerning North Lake Tahoe businesses, attractions, events and activities.\*
- Maintain an information kiosk in the Reno Sparks Convention and Visitor Authority Visitor Center in Downtown Reno.\*
- Ensure information racks at the Reno-Tahoe International Airport are stocked at all times with materials promoting North Lake Tahoe.\*
- The Director of Visitor Services shall meet bi-annually with the majority of the lodging properties located in the Placer County portion of North Lake Tahoe to advise them of the services and benefits provided by the Resort Association.\*
- Regularly distribute information concerning events and business opportunities to lodging operators and other local businesses.\*
- Conduct bi-annual customer service training with staff at 25% of local businesses, with a target of providing training to 250 employees. The training shall be designed to provide local



business employees with knowledge of the destination to enhance the visitor experience and encourage repeat visitation.\*

- Complete an assessment of opportunities for additional exposure and resource availability through gateways such as the Sacramento airport and California Welcome Centers; by February 28, 2016, provide a written synopsis of the assessment and recommendations for actions to be implemented in FY 2016-17.\*
- Develop a mobile visitor center to travel to events.

### **Performance Indicators:**

- 
- Increase the number of visitors served in visitor information centers by 2% over FY 2014-15.\*
- Increase the number of visitors accessing GoTahoeNorth.com while in market by 2% over FY 2014-15.\*
- Completion of customer service training as specified above.\*
- Completion of gateway opportunity assessment/recommendations synopsis by February 28, 2016.\*
- Increase the number of hits on social media channels from in-market promotions (Touch the Lake, Peak Your Adventure...) by 10% over FY 2014-15.
- Initiate tracking of the number of visitors touched through visitor guide and map distribution, and increase the number of Visitor Guide downloads by 5% over FY 2014-15.

### **By 2020, we will have developed and implemented Three-year Marketing Strategies to adapt to short and long term market dynamics. (ie: events, climate change, demographics)**

Staff Responsibility: John Thompson, Jason Neary, Greg Howey, Sarah Winters, Judy Laverty, Anna Atwood

### **2015/16 Action Plan:**

- In collaboration with Placer County and with input from the regional permitting authorities, update the *Special Events Resource Guide*. The guide shall include an overview of local special event regulations, permitting processes and a description of the special events services and support available through the Resort Association.\*
- Develop or recruit one special event with national and/or international television coverage, preferably in an identified initiative area and/or during a strike zone period.\*
- Prior to submitting a bid to host and/or sponsor any special event that would utilize public right of way or otherwise impact the provision of public services, coordinate with all potentially impacted public agencies to determine if adequate resources exist to support the event.\*
- Execute and manage contracts for all Resort Association-sponsored special events, ensuring all promotional considerations due to the Resort Association and/or Placer County are received.\*
- For all Resort Association-sponsored special events, assist event producer in the completion of final event report which shall include specific tracking measurements necessary to determine return on investment of the event.\*
- Publish and maintain on GoTahoeNorth.com a calendar of special events to be held in North Lake Tahoe.\*
- Create a Millennial strategy to attract larger numbers of this age group to the destination.
- Improve market research and leverage other partners' research.
- Evaluate number and type of events with brand alignment as well as impacts to community.

## **Performance Indicators:**

- One or more new events with national and international television coverage held during a strike zone in FY 2015-16.\*
- All promotional considerations due to Resort Association and/or Placer County documented as having been received.\*
- Return on Investment reports for each sponsored event completed within 45 days after the event.\*
- Updates to *Special Events Resource Guide* completed by January 30, 2016.\*

## **Transportation and Capital Investments**

### **By 2020, we will have taken a leadership role to Identify and Establish Funding to implement the Transit Vision.**

*Staff Responsibility: Ron Treabess, Sandy Evans Hall, Valerie Lomeli*

#### **2015/16 Action Plan:**

- Work with PCTPA to participate on ½ cent transportation sales tax ballot measure
- Conduct community polling on Transit Vision priorities
- Raise funds for campaign and advocacy of ½ cent tax measure if approved by Board of Supervisors
- Conduct the fourth North Tahoe Transportation Summit for the purpose of updating the community on the current status of the Transit Vision and developing both short and long-term strategies to implement the Transit Vision. As specified in Attachment A-1, Research and Planning funds in the amount of \$3,000 have been allocated for this task in FY 2015-16.\*
- Collaborate with Placer County Department of Public Works, Placer County Transportation Planning Agency, Tahoe Transportation District, Truckee North Tahoe Transportation Management Agency and the Town of Truckee in identifying opportunities for expansion of North Lake Tahoe transit programs and services. As specified in Attachment A-1, Research and Planning funds in the amount of \$7,000 have been allocated for this task in FY 2015-16.\*
- Convene stakeholders and Vision Coalition to develop plan for remainder of Vision funding needs.
- Research federal and state grant programs appropriate for funding Transit Vision.
- Execute and manage a contract with California Highway Patrol for peak season summer traffic management services in Tahoe City and Kings Beach.\*
- Collaborate with Placer County Department of Public Works in developing schedule and scope of work for FY 2015-16 winter traffic management services in Tahoe City.\*
- Collaborate with the Truckee North Tahoe Transportation Management Agency and the Tahoe Transportation District to complete an updated business plan for the scheduled airport shuttle service program by October 30, 2015. Such plan shall be approved by the Resort Association Capital Investment/Transportation Committee and Board of Directors.\*
- By November 30, 2015, release a Request for Proposals (RFP) for operations of the scheduled airport shuttle service program. Such RFP shall be based upon the approved business plan for the scheduled airport shuttle service program.\*
- By March 1, 2016, award a contract for the scheduled airport shuttle service to the program provider selected as a result of the RFP process.\*

## **Performance Indicators:**

- Successful passage of ½ cent sales tax ballot measure.
- Development of Transit Vision funding plan.

- Increase passengers per vehicle service hour by 2% as compared to FY 14-15 for each Transit and Transportation service/program.\*
- Signed contract and schedule in place for CHP traffic management starting June 28, 2015
- Signed contract and schedule in place with winter traffic management contractor by December 4, 2015 and provide daily monitoring of performance for DPW
- Complete airport shuttle business plan by Oct. 30, 2015; release RFP by Nov. 30, 2015; and award service contract by March 1, 2016.

### **Related Scope of Work Tasks:**

- Conduct on-site monitoring of FY 2015-16 winter traffic management services in Tahoe City.
- Conduct and report on the results of regular monitoring of all transit/transportation services contracted by the Resort Association (either directly or through a funding partnership).
- Based upon quantitative and qualitative research and analysis, provide a recommendation to Placer County on the transit and transportation services that are necessary for the benefit of the tourism-based economy in North Lake Tahoe for FY 2016-17 and beyond. The recommendation shall include the objectives for each service/program, a recommendation as to the schedule and routes for the various services and a recommendation on allocation of available TOT funding to each service. As specified in Attachment A-1, Research and Planning funds in the amount of \$9,000.00 have been allocated for this task in FY 2015-16.
- Execute and manage a contract with Truckee North Tahoe Transportation Management Agency to provide management services for the operation of the 2015 Summer Night Rider shuttle service.

### **By 2020, we will have Improved Tourist –Serving infrastructure in North Lake Tahoe.**

*Staff Responsibility: Ron Treabess, Valerie Lomeli*

#### **2015/16 Action Plan:**

- Based upon quantitative and qualitative research and analysis, develop a long-range (2015 – 2022) plan for the funding of necessary capital improvements that benefit North Lake Tahoe's tourism-based economy. This plan shall be approved by the Resort Association Board of Directors and submitted to the County Executive Office no later than June 30, 2016. As specified in Attachment A-1, funding for this task is included within the \$10,500 total Research and Planning funds allocated for Data Collection and Analysis for Capital Projects for FY 2015-16.\*
- Complete an in-depth, comprehensive situational assessment and funding plan for bike trails in the North Lake Tahoe region. The plan shall include, at a minimum, the following components: an assessment of the condition of existing trails; an analysis of the need for additional trails; a recommendation of amenities that should be added to existing trails and/or included when additional trails are constructed; and cost of routine maintenance and capital replacement of existing trails; cost of construction, routine maintenance and capital replacement of any recommended additional trails. As specified in Attachment A-1, funding for this task is included within the \$17,000 total Research and Planning funds allocated for FY 2015-16 Advance Project Studies.\*
- Carry out the annual Capital Improvements Call for Projects process, including: preparation and publication of the application materials; receive, review and forward eligible applications to the Resort Association Capital Investment/Transportation Committee for their evaluation and recommendations for funding; forward the funding recommendations of the Capital Investment/Transportation Committee to the Resort Association Board of Directors for their approval; forward the funding recommendations of the Board of Directors to the County Executive Office for submittal to the County Board of Supervisors for consideration; execute and manage a contract for each approved project.\*
- Coordinate acceptable wayfinding signage standards and provide funding for new signs.
- Support and fund progress of completion and rehab of regional trail system.

## **Performance Indicators:**

- For all approved Capital Improvement and Maintenance projects, execution of a project contract and implementation of the project in accordance with the timeline and scope of work established in each project's respective funding application and contract.\*
- By June 30, 2016, the number of new wayfinding signs installed since 2011 totals 50.\*
- Resort Association Board approval of Multi-Use Bike Trail Assessment Plan on or before March 2, 2016.\*
- Resort Association Board approval of capital improvements long-range funding plan by June 30, 2016.\*
- 10 miles of new or rehabilitated trails in progress or completed by June 20, 2016.

## **Related Scope of Work Tasks**

- Regularly monitor and report on the status of projects and programs approved for Capital Improvement and/or Capital Maintenance funding. As specified in Attachment A-1, funding for this task is included within the \$10,500 total Research and Planning funds allocated for Data Collection and Analysis for Capital Projects for FY 2015-16.
- Participate in community planning studies for capital improvement projects and programs that would benefit the tourism-based economy in North Lake Tahoe. As specified in Attachment A-1, Research and Planning funds in the amount of \$4,500 have been allocated for this task in FY 2015-16.

## **Organization Capacity**

### **By 2020, we will have increased Community Engagement by 20% over 2014/15.**

*Staff Responsibility: Sandy Evans Hall, Ginger Karl, Valerie Lomeli*

#### **2015/16 Action Plan:**

- Engage the community by demonstrating the 5 Core Competencies of a Chamber: Creating a Strong Local Economy, Promoting the Community, Representing Interest of Business with Government, Networking and Building Business Relationships and taking Political Action in 2015-2016.
- Increase Ambassador participation by 20% or add 5 new Ambassadors by 2016.
- Give five presentations informing the community about the organization.
- Create a strong Power Point presentation to present to the community about the organization and who we are.
- Work with local media agencies to saturate the community with the knowledge of the organization and its mission through radio, television, newspaper and social media.
- Host two new Tourism Summit's in the Fall and Spring of the year with presentations from Visit California and other regional Tourism industry professionals.
- Host two business workshops per year to create opportunity to engage new business sectors with the current business community and taking the charge in the changing face of business within our community.
- Increase Chamber Membership by adding an additional 19 members from 475 and taking into account attrition of membership for the year.
- Work with a local Chamber member to create a catalog of Member Business Videos to place on the website for business promotion and community promotion.
- Create a Chamber video with a compelling message about the opportunities provided to the community and local businesses.

- Improve upon communications with community through electronic means, striving to increase open rates through providing valuable information.
- Convene a task force of committee and board members to evaluate redundancy in organization mission, function and leadership roles, and to review and recommend any changes in organization branding.
- Increase membership votes in Board of Director elections

### **Performance Indicators:**

- Increase in Ambassador Volunteers by 5 additional people.
- Increase membership participation in Board of Director elections by 4% over 2014/15
- Increase membership by 4% (net of 19 new members)
- Conduct 4 workshops/forums and give 5 presentations about the organization
- Increase Open Rates for email communications in Constant Contact by 2% over 2014/15

### **By 2020, we will have an improved Relationship with Placer County.**

*Staff Responsibility: Sandy Evans Hall, Marc Sabella, Ron Treabess, JT Thompson*

### **2015/16 Action Plan:**

- NLTRA Board presentation of contract by County and NLTRA staff
- Coordinate a Joint Board meeting with NLTRA Board and Board of Supervisors.
- Hold monthly meetings with County CEO staff to review financials and project updates.
- Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.\*
- Revise the Resort Association Supplemental Operating Policies and Procedures to include a policy for the expenditure of TOT funds for employee meals, travel, lodging and transportation on or before October 7, 2015.\*
- Revise the Resort Association Supplemental Operating Policies and Procedures to include a policy governing the use of corporate credit cards on or before October 7, 2015.\*
- Revise the Resort Association Supplemental Operating Policies and Procedures to include a policy for the expenditure of TOT funds for business entertainment purposes, which shall include policy governing the purchase of alcoholic beverages for both clients and employees.\*
- Review the Resort Association Bylaws and Supplemental Operating Procedures and Policies and make recommendations to the Board of Directors on any revisions that may be necessary.\*
- Keep separate, complete and accurate financial records of all Transient Occupancy (TOT) funds allocated to the Resort Association and the expenditure thereof.\*
- Prepare and post agendas and any support materials for all meetings of the Resort Association Board of Directors and/or Resort Association Committees no later than 10 AM on two (2) business days prior to the date of a meeting of the Board or Committee.\*
- Maintain accurate records of the actions taken by Resort Association Committees and Board of Directors. Such records shall be posted to the Resort Association's website.\*
- Complete a review and update of the North Lake Tahoe Tourism Community Investment Master Plan, including adoption of an updated plan by the Placer County Board of Supervisors on or before October 20, 2015. As specified in Attachment A-1, Research and Planning funds in the amount of \$31,000 has been allocated for this task in FY 2015-16.\*
- In consultation with the County Executive Office, prepare an annual legislative platform for Board of Directors approval no later than February 11, 2016. As specified in Attachment A-1, Research and Planning funds in the amount of \$10,000 has been allocated for legislative advocacy efforts in FY 2015-16.\*

### **Performance Indicators:**

- Compliance with all requirements of the Placer County/Resort Association Agreement.\*
- Completion of the tasks\* identified above on or before specified deadlines.\*
- Presentation on contract to NLTRA Board by December 31, 2015.

- Task Force for organizational structure established by January 31, 2016; recommendation by June 30, 2015.
- Joint Board Meeting with Board of Supervisors in April, 2016.

**By 2020, NLTRA will have Increased and Expanded TOT and/or non-TOT funding to support strategic goals.**

*Staff Responsibility: Sandy Evans Hall, Marc Sabella, Ron Treabess, JT Thompson*

**2015/16 Action Plan:**

- Work toward successful ½ cent transportation sales tax ballot measure in 2016 with PCTPA.
- Develop funding plan for Transit Vision with private and public stakeholders.
- Establish Destination Task Force to research pros and cons of forming a Tourism Business Improvement District (T.B.I.D.) and make recommendations to NLTRA Board of Directors.
- Identify funding and grant opportunities in the Comprehensive Bike Trail Assessment Plan.
- Develop a long-term Capital Improvement Plan and identify funding opportunities for specific projects.
- Contract with a company such as Civitas to assist with T.B.I.D. formation if recommended by Task Force.

**Performance Indicators:**

- Successful sales tax ballot issue in 2016, generating \$1.2M to E. Placer County for use on transit, trails, and roads
- Complete Bike Trail Assessment Plan on or before March 2, 2016
- Complete long-term Capital Improvement Plan on or before June 30, 2016

\*Tasks and Performance Indicators from the Scope of Work with Placer County



# north lake tahoe

Chamber | CVB | Resort Association

Nordic Committee Update  
 Marking Committee 9.29.15

- I. MEDIA BUY IN PLAN - Nordic committee held a committee meeting on September 15<sup>th</sup> and discussed a combined cross country marketing buy in plan
  - a. Royal Gorge, Tahoe XC, Tahoe Donner are buying into the plan at \$2500 & the NLTRA is buying in at \$6000 (\*15-16 Budgeted item)
  - b. Tahoe Donner took lead on graphic design & accounting
  - c. Royal Gorge took lead on upgrading for trade (all resorts agreed to trade)
  - d. Media message is focused on the amount of trails & kilometers we have combined. A link to the Nordic webpage will be provided for 12-pack purchasing & resort information.
  - e. Current buy in plan proposed:

PUBLICATION	DETAILS	COST	MISC
Adventure Sport	1/2 page & web (2 issues)	\$2,500.00	may trade
Cross Country Skier	1/2 page (2 issues)	\$2,700.00	\$530 discount
Master Skier	1/2 page (1 issue)	\$1,250.00	1/4 page pricing
Faster Skier	season long web presence	\$2,000.00	
Ski Trax	1/2 page (3 issues)	\$500.00	\$370 discount + web presence

- II. 12- PACK
  - a. Currently all resorts are going to be included in the 12-pack for the 2015/2016 season
  - b. Waiting to hear back from Northstar Resort
  - c. Resorts are sending Sarah all updated pricing
  - d. Re-printing of the 12-pack will cost an estimated \$1,000
  - e. Next Nordic committee meeting will cover the plan to sell the 12-pack
  - f. Payment for the 12-pack will be a repeat of last year. Each resort will offer a 20% discount. NLTRA will add \$1 per ticket into the pack to cover CC processing costs. The book will still read "over a 15% discount."

## WinterWonderGrass Tahoe Music Festival EVENT SPONSORSHIP AGREEMENT

THIS EVENT SPONSORSHIP AGREEMENT (this "Agreement") is made and entered into between WinterWonderGrass Tahoe LLC, a California limited liability company ("WWGT"), and the North Lake Tahoe Resort Association, a California nonprofit corporation ("Sponsor").

1. EVENT. WGT is the organizer, owner and operator of "WinterWonderGrass Tahoe Music Festival" which will take place on April 1, 2, 3, 2016 at a location in Squaw Valley in Olympic Valley, Placer County, California and times as determined by WWGMF during the term of this Agreement (the "Event"). Sponsor desires to obtain, and WWGT desires to grant, sponsorship rights to the Event, all as set forth in this Agreement.

2. Obligations of WGT to Sponsor:

Sponsor will be incorporated into the Event marketing and receive the following benefits:

- a. Inclusion of Sponsor's name and logo in the festival poster, general event signage and activation points.
- b. Inclusion of Sponsor's name and logo on all digital, print and grassroots media.
- c. Inclusion of Sponsor's name and logo on the website home page as a presenting partner.
- d. Inclusion of Sponsor's name and logo on appropriate general event signage used to promote the Event.
- e. Sponsor shall be granted the ability to create unique onsite activations
- f. Sponsor shall be included in daily PA announcements from the stage during the Event.
- g. Sponsor is granted ability to use the official WinterWonderGrass Tahoe trademarks and logos in promotions, marketing material, website and the like.
- h. Inclusion of Sponsor's name and logo on limited edition commemorative eco-friendly beer mug for the Event.
- i. Sponsor shall receive (10) VIP 3-day tickets / (15) GA 3-day festival passes

3. Obligations of Sponsor to WGT:

- a. Sponsor shall contribute \$15,000.00 in cash support for the Event, payable as follows: 50% due at signing of this Agreement and 50% Due December 1, 2015.
- b. Sponsor shall provide to the Event, in a timely manner, in-kind assets, benefits and services for a maximum value of \$10,000.00 included but not limited to the following:
  - Dedicated Eblast to consumer database of 45,000 active double opt-in list.



- Dedicated outreach to chamber members of 600 local and regional businesses.
- Inclusion in February and March event email blasts to 45,000 list.
- Social media content inclusion on all social channels.
- Incorporate WinterWonderGrass Tahoe into our winter search and digital efforts (more details would come in the fall).
- Include WinterWonderGrass Tahoe promotional materials in local and regional visitor centers (Tahoe City, Incline Village, Auburn).
- Distribute information on the Event to Sponsor's international offices in the UK and Australia.
- Distribute information on the Event to Visit California to be included in their national and international efforts.

If it is impossible or impracticable to provide one or more of the listed benefits, WWGT and Sponsor shall consult regarding a substitute therefor, and agree on a substitute promotional or other benefit having value not materially less than that of the unavailable benefit.

4. Use of Intellectual Property. Sponsor hereby acknowledges and agrees that (i) all right, title and interest in the name, logos, trademarks, copyrights and other intellectual property rights of WGT (collectively, "WGT Properties"), including, without limitation, the Event Marks; the Event; and all accounts, descriptions, pictures, videos, audio, reproductions, recordings, memorializations or other information concerning or in connection with the Event, belongs exclusively to WWGT, (ii) Sponsor may use WWGT Properties only in the manner and for the uses expressly permitted hereunder, and upon expiration or termination of this Agreement, all rights of Sponsor to use such WWGT Properties shall immediately cease, (iii) Sponsor will not adopt or use any term, work, mark or designation which is in any respect confusingly similar to WWGT Properties, (iv) all uses of WWGT Properties by Sponsor, and all goodwill therefrom, inure to the benefit of WWGT, (v) any permitted use of WWGT Properties may be used only to indicate a sponsor relationship with the Event and will use ownership marks (such as ® or ™) and designations (such as "An Official Sponsor") as directed by WWGT, and (vi) Event Marks must be used in a complete format, and no abbreviated uses are permitted.

5. Relationship of the Parties. The relationship of Sponsor and WWGT hereunder shall be solely 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, partnership or any relationship other than that of independent contractors. Sponsor and WGT acknowledge and agree that each of them is engaged in a separate and independent business and neither shall state, represent or imply any interest in or control over the business of the other.

6. Attorney Fees. In any proceeding or other attempt to enforce, construe or to determine the validity of this Agreement, the non-prevailing party shall pay the reasonable expenses of the prevailing party, including reasonable attorney fees and costs, expert witness fees, fees of consultants and court costs incurred in connection therewith.

7. Counterparts; Scan/Facsimile. This Agreement may be executed in any number of counterparts, each of which shall be deemed an original but all of which taken together shall constitute one and the same instrument. This Agreement may be

executed and delivered by exchange of scanned or facsimile copies showing the signatures of the parties hereto. Such copies showing the signatures of all Parties hereto shall constitute originally signed copies of the same Agreement requiring no further execution. This Agreement may be enforced by any of the Parties upon scanned or facsimile signatures.

IN WITNESS WHEREOF, the parties have caused this document to be executed on the date indicated by their signatures below.

NORTH LAKE TAHOE RESORT ASSOCIATION

By: \_\_\_\_\_  
Name:  
Title:  
Date: \_\_\_\_\_

WonderGrass California LLC

By: \_\_\_\_\_  
Name: Scott Stoughton  
Title: Managing & Sole Member  
Date: \_\_\_\_\_

**ADDENDUM TO EVENT SPONSORSHIP AGREEMENT  
BETWEEN  
WonderGrass California LLC ("WWGT")  
AND  
NORTH LAKE TAHOE RESORT ASSOCIATION ("SPONSOR")**

**THIS ADDENDUM** shall be incorporated into the Event Sponsorship Agreement”) in regard to the WinterWonderGrass Tahoe Music Festival to take place on April 1, 2, 3, 2016 (the “Event”). All defined terms in the Agreement shall have the same meaning herein.

In addition to the provisions of the Agreement, WWGT and Sponsor further agree as follows:

1. **Engagement of Services.** Sponsor wishes to engage the services of WWGT to operate and manage all sales of and distribution of alcohol during the Event and the accounting related thereto and WGT wishes to accept this engagement.
2. **Sponsor Obligations.** Sponsor, as a nonprofit organization, shall timely organize and apply for all necessary and related liquor licenses, including but not limited to, all credit applications.
3. **WWGT Obligations.** WWGT shall operate and manage the sales of and distribution of alcohol during the Event and the accounting related to the sales of and distribution of alcohol during the Event, including collecting all money related to the sale of alcohol and paying the providers. Within forty-five (45) days subsequent to the Event, WWGT shall provide an accounting to Sponsor of net income related to alcohol sales and share all accounting documents related to alcohol sales with Sponsor.
4. **Compensation to WWGT.** Sponsor agrees to pay ninety percent (90%) of the net proceeds from the alcohol sales to WWGT. Sponsor will retain ten percent (10%) of the net proceeds from the alcohol sales.

IN WITNESS WHEREOF, the parties have set their hands and seals of the day and year written below.

NORTH LAKE TAHOE RESORT ASSOCIATION

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

Name:

Title:

Date: \_\_\_\_\_

WonderGrass California LLC.

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

Name: Scott Stoughton

Title: Managing & Sole Member

Date: \_\_\_\_\_