



north lake tahoe

Chamber | CVB | Resort Association

TOURISM DEVELOPMENT MEETING

Date: Tuesday, June 25, 2019

Time: 2-4pm

Location: North Tahoe Event Center

8318 North Lake Blvd., Kings Beach, 96143

NLTRA Mission

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

Committee Members: **Chair: Becky Moore**, Agate Bay Realty | **Vice Chair: Christine Horvath**, Squaw Alpine
Amber Kennedy, Tahoe Getaways | **Judith Kline**, Tahoe Luxury Properties
Kimberley Kilburn, Vail Resorts | **Melissa Panico**, MAP Events | **Nicole Reitter**, Tahoe Mountain Resort Lodging
Terra Calegari, Resort at Squaw Creek | **Tyler Gaffaney**, Tahoe Biltmore | **Wendy Hummer**, EXL Media
NLTRA Board Member: **Brett Williams** and/or **Lynn Gibson**, Keoki Gallery
Advisory Board Member: **Erin Casey**, Placer County

AGENDA

TO CALL IN: (605) 475-4842 Access code: 120318

1. Call to Order – Establish Quorum
2. Public Forum-Any person wishing to address the Board of Directors on items of interest to the Board 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 Board on items addressed under Public Forum.
3. **Agenda Amendments and Approval**
4. **Approval of Tourism Development Meeting Minutes from May 28, 2019** **Page 1**
5. TBID Update – Rob Kautz
6. Discussion on possible future Spartan sponsorships – A. Burke, Squaw Valley Representatives **Page 2**
7. Update on RASC marketing campaign launch in Houston – A. Burke **Page 17**
8. Sales Update – Sarah Winters **Page 41**
9. Departmental Verbal Reports
 - Conference & Leisure Sales
 - Marketing & Events
 - Public Relations & Communications
 - Advertising (posted online)
 - Website Content (posted online)
10. Standing Reports
 - Destimetrics Report
 - Conference Activity Report
 - Lodging Referral Report

11. Committee Member Comments

12. Adjournment

This meeting is wheelchair accessible

Posted online at www.nltra.org



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Tourism Development Meeting Draft - Meeting Minutes – Tuesday May 28, 2019

The Tourism Development Meeting was held at Tahoe City PUD board room, 221 Fairway Dr., Tahoe City, CA 96145.

Committee member in attendance: Judith Kline, Nicole Reitter, Amber Kennedy, Tyler Gaffaney, Wendy Hummer, Christine Horvath, Kim Kilburn, Becky Moore, Brett Williams

Staff in attendance: Sarah Winters, Amber Burke, Anna Atwood

Others in attendance: Shelley Fallon

Summary

Public Comment: none

Motions/Action Items:

- Item 3. MOTION to approve the agenda as presented M/S/C Kennedy/Moore (9-0-0)
- Item 4. MOTION to approve the meeting minutes from March 26, 2019 M/S/C Reitter/Gaffaney (9-0-0)
- Item 5.1 MOTION to elect Becky Moore as Committee Chair for the 2019 term M/S/C Williams/Kline (9-0-0)
- Item 5.2 MOTION to recommend for approval the additional money for SMARI baseline study for Houston, Dallas, Boston and Portland M/S/C Hummer/Kline (9-0-0)

Direction to staff:

- Anna: Check committee member term end dates.
- Sarah: Look into a regional push in the Australian market by Jindabyne. Check with our Australian representation if there are opportunities to do a regional push.

Suggestions/Comments:

- When you make decisions on the new markets for the baseline study, weigh in what your partners are doing.
- Has it been considered doing advertising in in-flight magazines? Sarah and Amber shared the publications we have advertised in.
- International Sales: Do we have any presence at some of the big Ski Shows? Sarah shared that we attend some of the ski shows but we don't go to the UK show. Would there be any opportunity in the Australian market in Jindabyne? This is about 15 minutes away you have an IKON resort and an EPIC resort.
- The committee members were in favor of trading booth space at a different Wanderlust event. There are opportunities with Wanderlust passport holders to push lodging. It was also recommended to share all the unique events you can do at Wanderlust Squaw such as SUP on the lake, mediation hikes, mountain runs, etc.



MEMORANDUM

Date: June 14, 2019
TO: Tourism Development Committee
FROM: Amber Burke
RE: 2020 Spartan World Championships Sponsorship Discussion

Action Requested:

Initial discussion of a 2020 Spartan World Championships sponsorship. Review 2018 event results, receive an update on Squaw Valley's status with the event and discuss the direction NLTRA would like to proceed with conversations about future sponsorships.

The Tourism Development Committee will need to make a decision on moving forward with the 2020 sponsorship at the October 2019.

Background:

In the 2019 Spartan World Championship sponsorship contract, North Lake Tahoe is guaranteed an exclusive right of first refusal regarding sponsorship for the 2020 event. Spartan will provide the NLTRA a 2019 event recap immediately following the 2019 event, and the NLTRA must make a decision regarding renewal by November 2019.

To comply with the contractual timelines, the Tourism Development Committee would need to approve a 2020 sponsorship no later than the October 2019 meeting to allow time for it to be approved by the Board of Directors at the November 2019 meeting.

The 2019 event is the completion of the Squaw Valley 3-year agreement, so they are entering a new negotiation phase as well for any future events.

Fiscal Impact:

2019 World Championship Sponsorship - \$250,000

2019 Spartan World Championships

Contract Summary

Duration & Timing

- 1-Year Contract (September 2019 Event)
- Event Date: September 28 & 29, 2019
- Location: Squaw Valley

Cash Sponsorship

- \$250,000 (Payment – 100% July 2019 – 19.20 FY)
 - 49% of annual NLTRA event sponsorship budget (at current level of \$513,225)

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 social media posts, email blasts and blog posts relating to the event.
 - Collaborative efforts to promote NLT and NLT activities via
 - Event course map inclusion
 - 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
 - Distribution of travel guides and “things to do” collateral
 - TV Promotion – ESPN
 - One (1) 15-second spot during original broadcast of five (5) US Championship Race broadcasts (Dates & Locations TBD)
 - Two (2) 15-second spots during event broadcast (December 2019)
 - 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
 - Lodging Promotion
 - Direct link from Spartan site to participating NLT lodging properties via microsite.
 - 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 2019 contract states:

Spartan hereby grants to NLTRA an exclusive right of first refusal regarding sponsorship of the 2020 Event. Spartan shall provide NLTRA with a 2019 Event recap and 2020 Event sponsorship proposal by October 16, 2019. NLTRA shall, in good faith, entertain such 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 by November 16, 2019.
- Squaw Valley is currently in a 3-year contract with Spartan through the 2019 Event.

2018 Spartan World Championships

Event Recap

Squaw Valley, September 20 & 30, 2018

Funded: \$250,000

Participant ROI

Attendance:	13,995 (includes racers, kids, registered spectators, volunteers)
Participants:	10,265 (9,348 adults, 917 kids)
Out of Town Participants:	7,085 (adult racers that came from 200+ miles away) <i>* Note: An additional 752 racers came from 100-200 miles away)</i>
Average Night Stay:	2.3
Average Economic Impact:	\$2,197,596
ROI:	9:1

Event Results

- 2,600 people attended the Friday night activities
- 971 kid racers (25% increase from 2017)

Marketing & PR Results

Pre-Race Marketing

- 420,000 Unique Event Page Views
- 1,060,681 Digital Advertising Impressions
- 19,900,000 Social Advertising Impressions

Event Weekend Reach

- 66,000,000 Social Media Reach
- 733,000 Interactions
- 4,791 Mentions
- 4,900,000 PR Impressions
- Most Active Locations on Social Media
 - USA (#1) – 5.2M social media reach
 - Canada (#2) – 10,939 social media reach
 - Mexico (#3) – 29,107 social media reach
 - Australia (#7) – 4,368 social media reach
 - United Kingdom (#8) – 7,022 social media reach

Live Stream

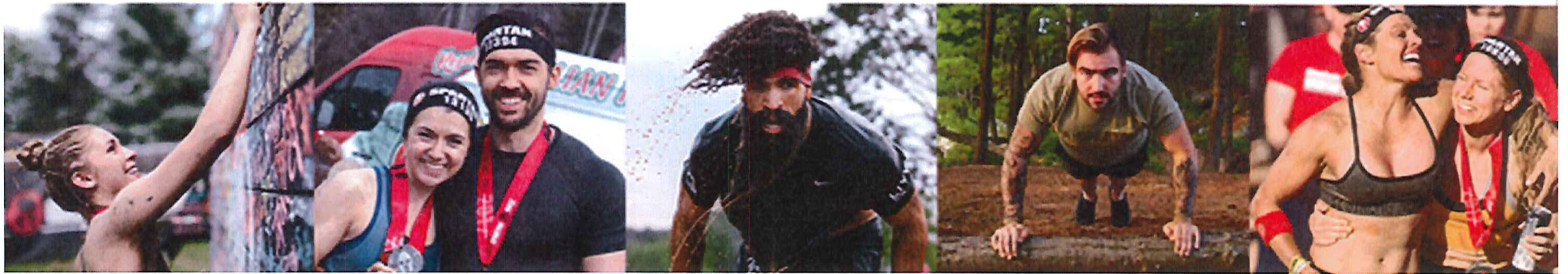
- Over 12.7M live stream viewers within a week of the event
 - Individual Race
 - Live: 1.9M impressions, 362k views, 27k engagements
 - 9/29 – 10/6: 9M impressions, 6.1M views
 - 160% increase in viewership over the North American Championships in West Virginia
 - Team Race
 - Live: 323k impressions, 79k views, 7k engagements
 - 9/30 – 10/7: 10.2M impressions, 6.6M views

Television

- Two (2) 1-hour Spartan shows will air on ESPN – Individual World Championships & Team World Championships
 - ESPN Viewership – 215,000 VPM
 - Air Times: December 2018



WORLD CHAMPIONSHIP POST EVENT RECAP



WORLD CHAMPIONSHIP SPARTAN RACE ATTRACTED

9,348 Adult racers

917 Kid racers

3,000 Spectators

730 Volunteers

TOURISM HIGHLIGHTS

5,731 racers traveled over 100 miles

2,190 racers traveled over 200 miles

1,967 racers traveled over 300 miles

1,354 racers traveled over 500 miles

** These stats DO NOT account for spectators/Kids

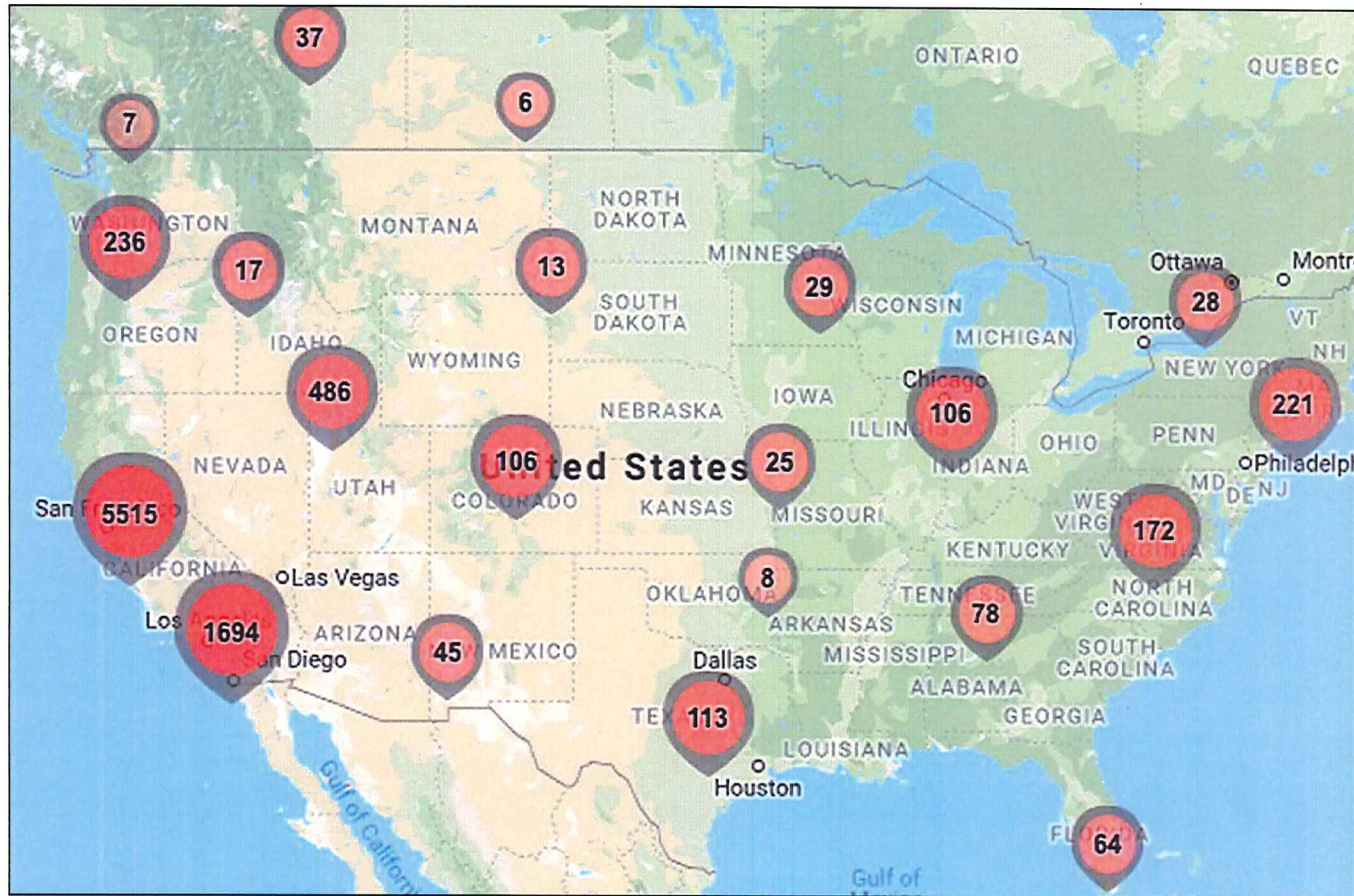
FRIDAY NIGHT OPEN HOUSE

2,600 Attended Friday night activities

Category	Sub-Category	Lake Tahoe Spartan Beast 2018	Lake Tahoe Spartan Ultra Beast 2018
Miles Traveled	25 Miles	163	1
	50 Miles	380	16
	75 Miles	583	21
	100 Miles	731	21
	200 Miles	3,397	144
	300 Miles	209	14
	400 Miles	1,031	172
	500 Miles	658	106
	Over 500 Miles	1,176	178
		Int/Error	325
Age Groups	20<	910	7
	20-24	558	25
	25-29	1,412	124
	30-34	1,635	133
	35-39	1,626	175
	40-44	1,190	117
	45-49	749	76
	50-54	351	28
	55-59	170	9
	60-64	36	0
	65-70	12	1
	70>	4	0
	Error	0	0
Gender	M	5,779	576
	F	2,874	119
Grand Total		8,653	695



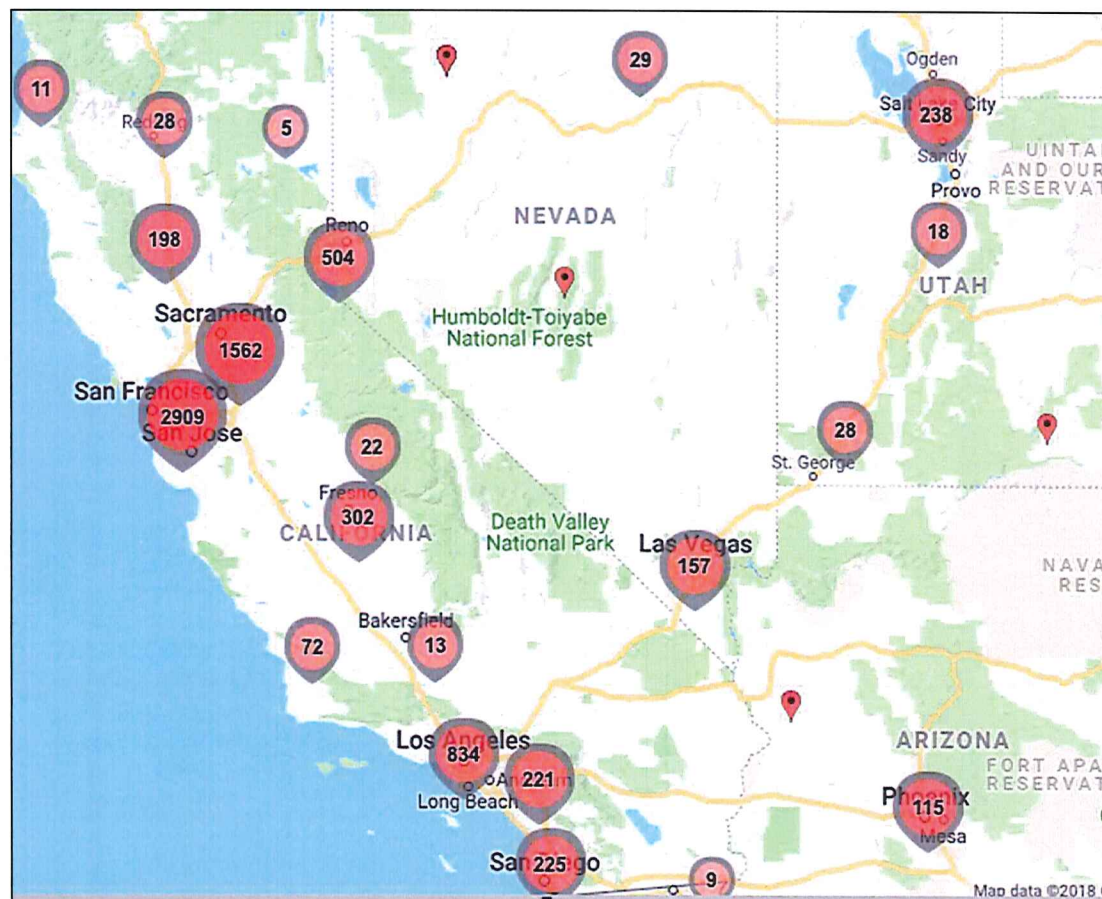
ZIP CODE OVERVIEW



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REGIONAL ZIP CODE OVERVIEW



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SOCIAL MEDIA REACH EVENT WEEKEND

66,000,000 REACH 733,000 INTERACTIONS 4791 MENTIONS

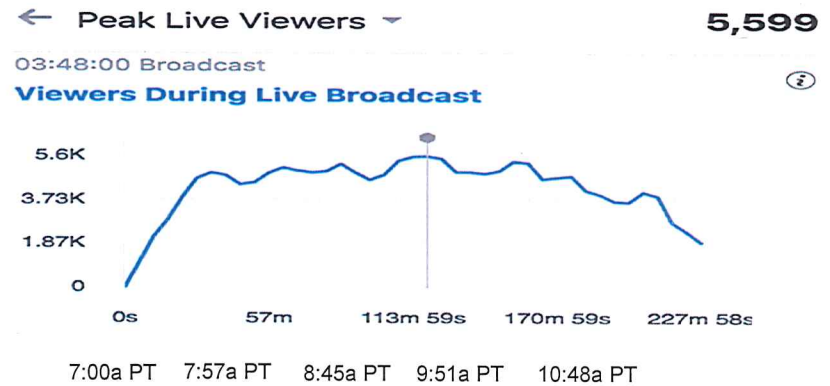
4 791 RESULTS	4 768 SOCIAL MEDIA RESULTS	23 RESULTS BEYOND SOCIAL MEDIA
65 758 707 ESTIMATED SOCIAL MEDIA REACH	733 132 SOCIAL MEDIA INTERACTIONS	445 SOCIAL MEDIA SHARES
707 508 SOCIAL MEDIA LIKES	25 179 SOCIAL MEDIA COMMENTS	2 725 ^(94.0) POSITIVE MENTIONS

The most influential profiles		The most influential sites	
Spartan	★ 78.7% VOICE SHARE	51 M INFLUENCE	
spartan	★ 9.5% VOICE SHARE	6.2 M INFLUENCE	
SpartanRace	★ 2.0% VOICE SHARE	1.3 M INFLUENCE	
spartanproteam	★ 1.3% VOICE SHARE	823 K INFLUENCE	
24hourfitness	★ 0.7% VOICE SHARE	476 K INFLUENCE	

Most active locations			
1 United States		2402 TOTAL RESULTS	5.2 M SOCIAL MEDIA REACH
2 Canada		62 TOTAL RESULTS	10939 SOCIAL MEDIA REACH
3 Mexico		50 TOTAL RESULTS	29107 SOCIAL MEDIA REACH
4 Spain		18 TOTAL RESULTS	15158 SOCIAL MEDIA REACH
5 United Arab Emirates		16 TOTAL RESULTS	20157 SOCIAL MEDIA REACH
6 Italy		14 TOTAL RESULTS	31721 SOCIAL MEDIA REACH
7 Australia		14 TOTAL RESULTS	4368 SOCIAL MEDIA REACH
8 United Kingdom		14 TOTAL RESULTS	7022 SOCIAL MEDIA REACH

**TAHOE INDIVIDUAL WORLD CHAMPIONSHIP
(9/29)**

	Live Race	Compared to N. America Champ	Live Award Show
Reach	1,573,036	+89%	2,997
Views	362,591	+160%	1,538
Peak Live Views	5,599	+99%	154
Hours Watched	16,844	+198%	47
AVG Time Watched <small>SRL Page</small>	:57	+16%	1:04
Engagement	27,634	+255%	136



	Live	Weekend	Week
Race			
Impressions	1,959,349	7,197,989	9,076,187
Views	362,591	1,279,955	6,117,076
Award Show			
Impressions	4,172	13,434	14,417
Views	1,538	5,076	10,314



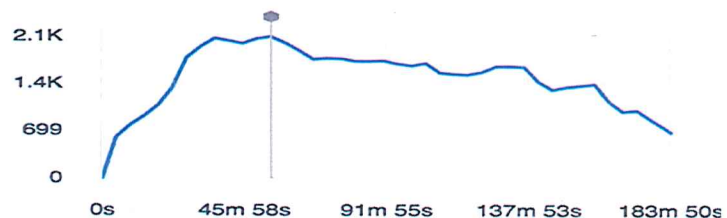
TAHOE TEAM WORLD CHAMPIONSHIP (9/30)

	Live Race	Compared to N. American Champ	Live Award Show
Reach	292,714	N/A	3,854
Views	79,060	N/A	1,531
Peak Live Views	2,098	N/A	91
Hours Watched	4,955	N/A	38
AVG Time Watched SRL Page	1:00	N/A	0:48
Engagement	7,659	N/A	119

← Peak Live Viewers ▾ **2,098**

03:03:50 Broadcast

Viewers During Live Broadcast



7:00a PT 7:46a PT 8:32a PT 9:14a PT 10:04a PT

	Live	Weekend	Week
Race			
Impressions	323,167	5,903,926	10,273,528
Views	79,060	694,829	6,646,583
Award Show			
Impressions	4,793	11,761	12,277
Views	1,531	3,961	8,625

PRE-RACE MARKETING

420,000 Unique Event Page View
1,060,681 Digital Advertising Impressions
19,900,000 Social Advertising Impressions

EVENT WEEKEND REACH

66,000,000 Social Media Reach
733,000 Interactions
4,900,000 PR Impressions

Total **93,013,681** Reach/Impressions





Please describe your accommodations for this event.

Answered: 557 Skipped: 7

ANSWER CHOICES	RESPONSES	
Did not stay overnight	10.41%	58
Hotel / motel	37.88%	211
Condo	5.39%	30
Bed & Breakfast	0.36%	2
Vacation home rental (Air B&B, VRBO, Homeaway, etc.)	31.42%	175
In a second home / vacation unit	2.87%	16
With friends / family who live in the area	5.57%	31
Tent / RV / camping	3.05%	17
Other (please specify)	3.05%	17
TOTAL		557



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

Answered: 553 Skipped: 11

ANSWER CHOICES	RESPONSES	
None	11.03%	61
1	11.75%	65
2	41.05%	227
3	20.61%	114
4	9.22%	51
5	3.25%	18
6 or more	3.07%	17
TOTAL		553

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

Answered: 554 Skipped: 10

ANSWER CHOICES	RESPONSES	
1 (by myself)	15.52%	86
2	26.35%	146
3	18.59%	103
4	13.54%	75
5	6.86%	38
6 or more	19.13%	106
TOTAL		554

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THANK YOU

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MEMORANDUM

Date: June 25, 2019
TO: NLTRA Tourism Development Committee
FROM: Amber Burke
RE: Reno Air Service Corporation (RASC) Update

Action Requested:

No action is being requested.

Background:

RASC has committed to a \$250,000 marketing spend to supplement the launch of the daily flight between Reno and Houston.

The Houston flight, via United Airlines, goes daily on April 28, 2019. This has happened in the past but typically in September, the flight is lowered to a few times a week. In September 2019, the flight will continue as a daily service, year-round.

The RASC marketing campaign will launch in August and run for 12 weeks to bring awareness to the Houston market of the Reno/Tahoe region and all it has to offer, in conjunction with the ease of the daily non-stop flight.

RASC has also submitted an official letter of interest to Jet Blue for a non-stop flight between Reno and Boston. RASC has stated they'd be willing to commit a risk mitigation program which would include a revenue guarantee, marketing efforts and fee waivers and incentives from the airport.

RASC has also hired RRC Associates to do a survey in the Boston DMA to evaluate likely flight demand from Boston to Reno/Tahoe which will be shared with us once it's complete.

Also included is a quick summary of RASC's efforts at the annual JumpStart conference.

Fiscal Impact:

No fiscal impact.

Regional Air Service Corporation
2019 Houston Campaign Media Budget
June 11, 2019



2019 Media Budget	August	September	October	Total
Houston Campaign				
Digital Media				
Lead Me Media	8/20			
1. Targeted Stand Alone Email Targeting: Houston DMA, age 35-54, HHI \$100k+, Interest in travel to Reno and competing destinations (Las Vegas, Utah and Colorado) Database: 320,501	\$2,245			\$2,245
2. Retargeting Banner Sponsorship Targeting: People who opened email Impressions: 80,000	8/20-9/20 \$400	\$400		\$800
DigDev			10/8	
Targeted Stand Alone Email Targeting: Houston DMA, age 35-54, HHI \$100k+, Air Traveler Database: 217,010			\$1,520	\$1,520
Houston Magazine				
Stand Alone Email Database: TBD		\$2,000		\$2,000
HoustonChronicle.com				
Travel Section Banner Sponsorship Estimated impressions: 750,000	\$2,500	\$2,500	\$2,500	\$7,500
Adara				
Targeted Banner Sponsorship Targeting: Houston DMA, age 35-54, HHI \$100k+, Interest in travel to Reno/Lake Tahoe, Las Vegas, Park City and Aspen Estimated Impressions: 2,437,500	\$6,500	\$6,500	\$6,500	\$19,500
Clear Channel				
Mobile Banner Sponsorship Targeting: Geo fencing Clear Channel locations, Age 35-54, HHI \$100k+ Impressions: 2,142,857 Note: As soon as people are exposed to billboards they are eligible for retargeting for the duration of the campaign. Impressions are served when the consumer is on an app or website with programmatic inventory available for Clear Channel to bid on.	\$5,000	\$5,000	\$5,000	\$15,000
Facebook/Instagram				
CPC Targeted Text Listings Targeting: Houston DMA, Age 35-54, , interest in air travel, United Airlines and competing destinations (Las Vegas, Park City and Aspen) Estimated Impressions: 1,950,000	\$6,500	\$6,500	\$6,500	\$19,500
Stack Adapt				
Programmatic Native Network Targeting: Houston DMA, Age 35-54, HHI \$100k+, air traveler & outdoor enthusiasts Estimated Impressions: 2,737,000	\$4,500	\$4,500	\$4,685	\$13,685
Paid Search				
Google and Bing/MSN Targeting: Houston DMA Reno and Lake Tahoe flight terms, general flight terms, general Reno and Lake Tahoe travel/vacation terms. Estimated Impressions: 1,950,000	\$6,500	\$6,500	\$6,500	\$19,500
Digital Media Total	\$34,145	\$33,900	\$33,205	\$101,250
Out-of-Home	August 5 - October 27 (12 weeks)			
Clear Channel				
Target major routes to IAH and commuter routes Three static bulletins to run each 4-week period over 12 weeks. 100% Freeway Estimated printing cost not included in budget: \$2,500 Two (14' x 48") and One (20' x60) Adults 18+ Impressions: 36,556,524 Adults 35-64 HHI \$100k+ Impressions: 6,752,001	\$14,625	\$14,825	\$15,550	\$45,000
Out-of-Home Total	\$14,625	\$14,825	\$15,550	\$45,000
Double Click Ad Serving				\$0
EXL Media Agency Fee	\$5,500	\$5,500	\$5,250	\$16,250
TOTAL Budget	\$54,270	\$54,225	\$54,005	\$162,500



SUPERIOR INSIGHTS. EXCELLENT RESULTS.

**Regional Air Service Corporation
Houston DMA Awareness Campaign**

Houston Campaign

- Goal: Build awareness of the United daily nonstop flight to Reno-Tahoe
- Flight Dates: August – October 2019
- Target Market: Houston DMA
 - Adults 35-54
 - HHI \$100+
 - Frequent Travelers especially by air

Houston Campaign

- **Media Budget:** **\$162,500**
 - Digital: **\$112,500**
 - Outdoor: **\$50,000**

- **Media Value:** **\$192,375**

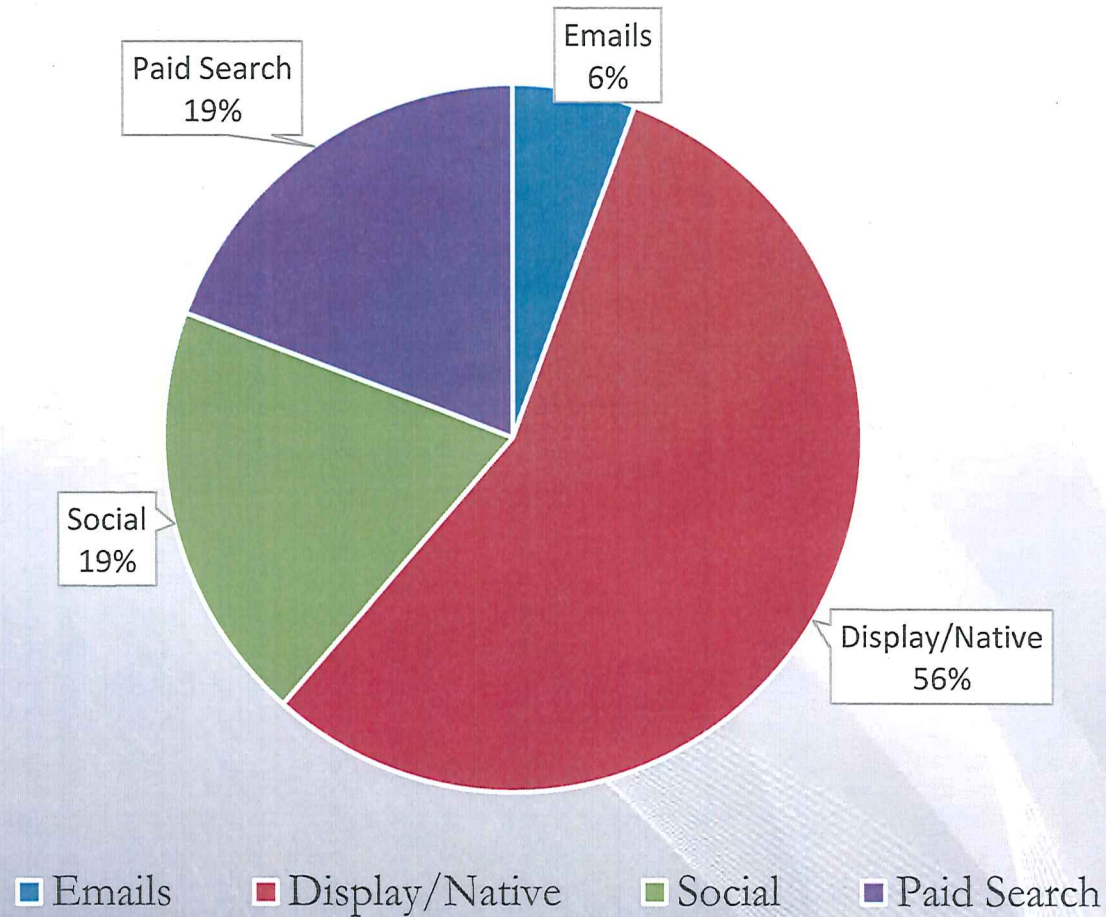
- **Estimated Impressions:** **48,831,240**
 - Digital: **12,274,716**
 - Outdoor: **36,556,524**

Digital Campaign



- Flight Dates: August 1 – October 30, 2019
- Spend: \$112,500
- Value: \$126,075 (12% negotiated value)
- Estimated Impressions: 12,274,716
- Buys:
 - LeadMe Media Email & Retargeting Banner Sponsorship
 - DigDev Email
 - Houston Magazine Email
 - HoustonChronicle.com Travel Section Banner Sponsorship
 - Adara Banner Sponsorship
 - Clear Channel Geo Fencing Mobile Banner Sponsorship
 - Facebook/Instagram
 - Stack Adapt Programmatic Native Network
 - Paid Search (Google and Yahoo/MSN/BING)
 - Retargeting can be implemented if buys link to RASC site.

Digital Media Spend Allocation by Channel



Out-of-Home

- Flight Dates: August 5 – October 27 (12 weeks)
- Spend \$50,000
- Value: \$66,300 (36% negotiated value)
- Adults 18+ Impressions: 36,556,524
- Adults 35-64 HHI \$100k+:
 - Impressions: 6,752,001 TRPs: 738
 - Reach: 54.3% Frequency: 13.6

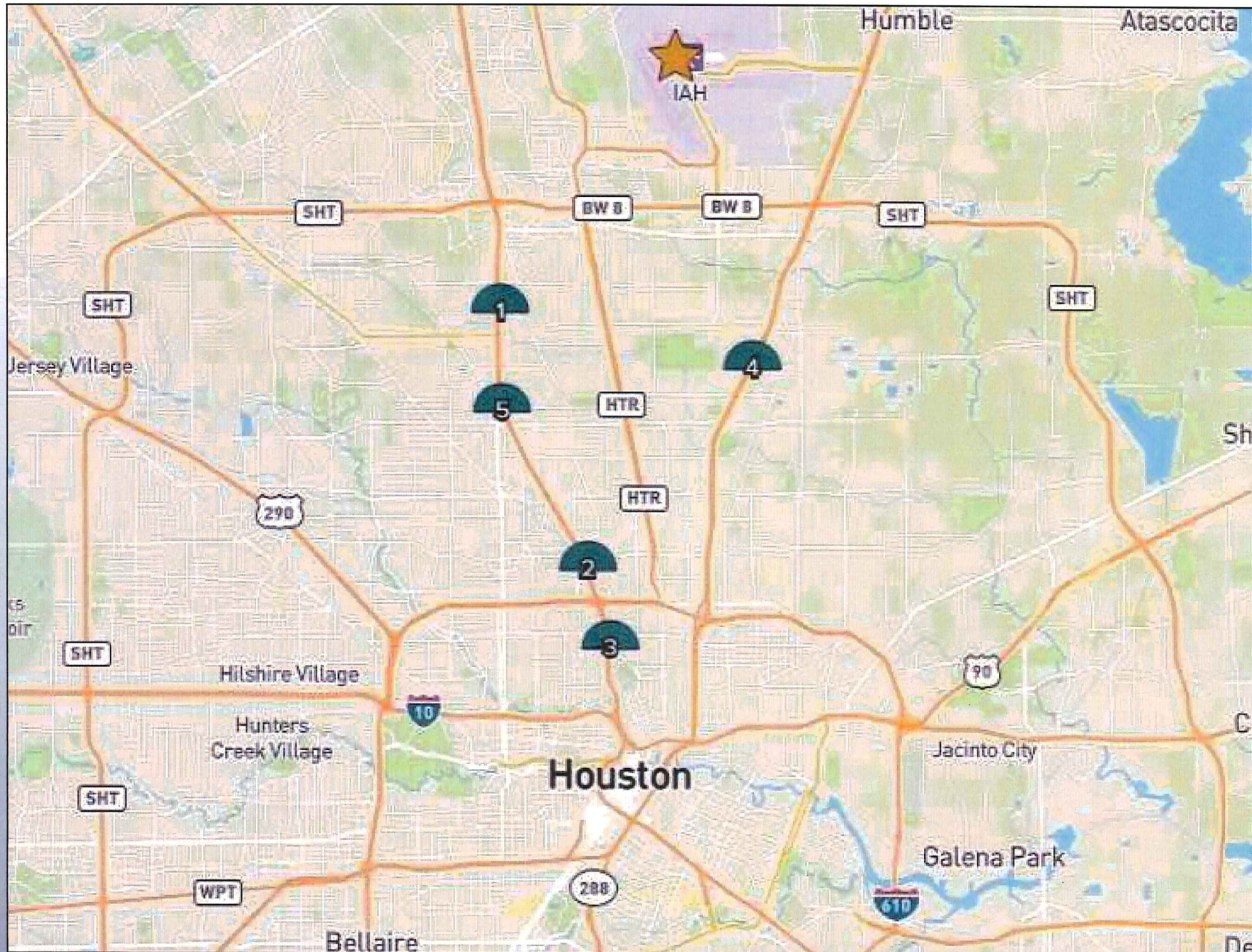
Three routes to get to IAH from Houston:

- Hardy Toll Road: No Advertising
- I-45 North “North Freeway”: Main highway leading to Dallas
- 1-69/US 59 “Eastex”

All locations are South facing and target people heading towards the IAH airport from Houston as well as commuters living in upscale neighborhoods in the North (The Woodlands, Spring, Kingwood and Humble).

We will run two locations on the North Freeway and one location on the Eastex over the 12 weeks. Some locations will rotate to hit all sections of the North Freeway.

Out-of-Home



Out-of-Home

I-45 “North Freeway”

#1291



- Right Read, Furthest North on I-45.
- Located near numerous high-income housing developments. Not cluttered by other billboards.
- Flight Dates: 8/05-9/1 (4 weeks)
- Target Impressions: 972,384 TRPs: 106.4

Out-of-Home

I-45 “North Freeway”

#9271



- Right Read
 - Reaches people on the 45 Expressway as well as the 45 North Freeway.
 - Flight Dates: 9/2-9/29 (4 weeks)
 - Target Impressions: 925,440
- TRPs: 101.2

Out-of-Home

I-45 “North Freeway”

#9268



- Right Read, furthest South on the I-45.
- This board is south of the 610 or “The Loop”.
- Flight Dates: 9/30-10/27 (4 weeks)
- Target Impressions: 784,324 TRPs: 85.6

Out-of-Home

I-45 “North Freeway”

#9289



- Left Read
 - Size: 20 x 60
 - This board is not cluttered and has a long left read.
 - Flight Dates: 8/05-10/27 (12 weeks)
 - Target Impressions: 2,355,132
- TRPs: 258

Out-of-Home

1-69/Hwy 59/Eastex

#7168



- Right Read
- Flight Dates: 8/05-10/27 (12 weeks)
- Target Impressions: 1,716,024 TRPs: 187.2

The logo for EXL MEDIA is centered in the upper half of the image. It features the letters 'EXL' in a large, bold, blue font with a black drop shadow, followed by the word 'MEDIA' in a smaller, white, sans-serif font. The background is a dynamic, abstract image of blue and white waves, possibly representing data or a network.

EXL MEDIA

SUPERIOR INSIGHTS. EXCELLENT RESULTS.

Thank You



**Outline: Houston Media Outreach
Fall/Winter Nonstop United Air Service
Public Relations Plan**

Goal

Create awareness of United’s nonstop flight from IAH —> RNO to increase air travel during 2019/2020.

Objectives

- Hold one (1) group FAM in Sept. 2019 to introduce Houston media to Reno/Tahoe and promote the nonstop air service.

Target Audience

- Houston Media
- Houston Residents

Strategies / Tactics

- Increase awareness of United’s nonstop service through 2019/2020.
 - Send wire release announcing the extended service pre-service availability.
- Achieve earned media placements in Houston with key message pull through.
 - Host a group media FAM in Reno/Tahoe to showcase the destination and give journalists an inside perspective.

Timeline

Aug. 2019: Send Wire Release

Sept. 2019: Hold Group Media FAM

Media Outlets

Culture Map
Family Fun Journal
Houston Chronicle
Houstonia
Houston Press
It's Not Hou It's Me
Modern Luxury - Houston



**Outline: Houston Social Media
Fall/Winter Nonstop United Air Service
Social Media Plan**

Goal

Create awareness of United's nonstop flight from IAN → RNO to increase air travel during 2019/2020.

Objectives

- Increase awareness of United's nonstop service through 2019/2020.

Target Audience

- Houston Residents

Strategies / Tactics

- Activate Houston based influencers to showcase the flight and the destination on the group FAM in September
- Run a social media contest providing users with an opportunity to win a trip to the Reno/Tahoe region.
- Create a partner toolkit to assist in engaging with influencers along with the sharing of social media assets.

Timeline

July. 2019: Lock in Influencers

Aug. 2019: Social Media Contest

Sept. 2019: Activate influencer campaign



LETTER OF INTEREST

Non-stop flights between Reno and Boston

Dear Mr. Lusso:

Congratulations on JetBlue's fourth anniversary at Reno-Tahoe International Airport (RNO).

Let me take this opportunity introduce myself. My name is Stephen Ascuaga, Chairman of the Regional Air Service Corporation (RASC), and I represent the board of directors of RASC. RASC was formed specifically to work in tandem with RNO to identify air service opportunities that would benefit both the Reno-Tahoe region as well as our airline partners. RASC oversees funds that are generated by public and private organizations to be used specifically for growing air service to our destination.

In 2015, JetBlue introduced direct air service between New York, NY (JFK) and RNO. The effort was the result of a working partnership between JetBlue, RNO and RASC. In addition, RASC supported the RNO-Long Beach (LGB) route in 2016, with more than \$92,000 marketing dollars spent in the Long Beach/L.A. area. That being said, we appreciate JetBlue's commitment to our community and would like to build on the momentum created.

This letter is to confirm RASC's intent to offer financial and in-kind assistance in an effort to begin JetBlue's non-stop service between Boston (BOS) and RNO, four times a week, in the late spring of 2020.

RASC would be willing to commit to a risk mitigation program similar to what RASC offered for the RNO-JFK service. The program will include the following:

1. Minimum revenue guarantee
2. Marketing efforts for the specific BOS-RNO route
3. RNO fee waivers and incentives

Obviously, there are many details to be worked through and this document is only an indication of our intent. However, we would greatly appreciate the opportunity to discuss this partnership further with you and the JetBlue team. We feel confident that we can bring the necessary stakeholders together from the Reno-Tahoe region to make this flight a success for everyone involved.

We look forward to working together on this opportunity.

Sincerely,

Stephen Ascuaga
Date: May 29, 2019

Stephen Ascuaga
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Administrative
775.323.2977



May 9, 2019

Carl Ribaudo, Managing Director
Reno-Tahoe Regional Air Service Corporation
Via email: carl@smgonline.net

Dear Carl:

Thank you for inviting RRC to submit a proposal to conduct survey research of residents of the Boston Designated Market Area (DMA) to evaluate likely flight demand from Boston (BOS) to Reno (RNO) on JetBlue. This proposal outlines our understanding of the research objectives and proposes a scope of work and related budget and timeline for your consideration. We should note that we are flexible with regards to the scope, budget and timeline and would be happy to refine the proposal as warranted and feasible to best meet your needs.

About RRC Associates

RRC Associates, founded in 1983, is a market research firm with approximately 15 people on staff which specializes in the travel and tourism industry.

RRC has extensive experience conducting airport passenger surveys in a variety of resort communities and other cities, including Jackson Hole, WY; Sun Valley, ID; Yakima and Walla Walla, WA; Durango, Eagle, Gunnison, Hayden, Montrose, and Telluride, CO; and (several years ago) Salt Lake City, UT and Denver, CO. Additionally, we have also conducted air service development research among residents and/or businesses for Hobbs/Lea County Airport, NM, Yakima Airport, WA, Niagara District Airport, Ontario, and Durango Airport, CO.

RRC also has extensive market research experience in the tourism sector in the Tahoe and Reno areas, including work on behalf of local ski areas, the North Lake Tahoe Resort Association, and (many years ago) the Lake Tahoe Visitors Authority, Reno-Sparks Convention and Visitors Authority, and Tahoe Regional Planning Agency. Additional firm information and experience is available on our website (www.rrcassociates.com), and staff resumes and references can be provided as helpful.

Research Objectives

The primary objective of the research would be to evaluate the likely interest and receptivity of Boston residents to direct flight service on JetBlue between BOS and RNO. The research would be intended to help inform a decision whether to pursue air service on this route, and if so, provide market evidence that could be used to support discussions with other stakeholders and JetBlue, and also inform supporting marketing efforts if flight service is begun. It is anticipated that the survey research would complement a variety of other data sources for evaluating the

BOS market potential (e.g. US BTS flight origin/destination data, flight schedule and fare data, extent of service from BOS to competitor destinations, existing Boston visitation of the region as evaluated by local DMOs/stakeholders, etc.).

Proposed Scope of Work and Deliverable

The scope of work would consist of designing, implementing and reporting the results of a survey of a targeted audience in the Boston DMA regarding the market potential for flight service. We would anticipate conducting an online survey using an independent consumer panel. Specifics regarding the research include the following:

- **Survey design.** Subject to further consultation with and the preferences of RASC, RRC would take the lead in designing the survey questionnaire, and work with RASC to refine and finalize it. The survey would likely address such issues as:
 - General travel patterns and preferences.
 - Previous and expected future visitation of the Reno/Tahoe area for leisure and business purposes.
 - Familiarity with, appeal of, and consideration the Reno/Tahoe area as a travel destination, including awareness of Reno Airport and proximity between Reno and Tahoe.
 - Previous usage and perceptions of JetBlue as an attractive/desirable air carrier.
 - Degree to which initiation of direct flight service to RNO might stimulate interest in visitation.

- **Survey fielding: independent consumer panel & target audience.** Subject to further consultation with RASC, we would anticipate conducting a survey of 800 qualified residents of the Boston DMA, using a third-party consumer panel provider (Dynata). The target audience would consist of residents aged 18-65 residing in the Boston DMA who have traveled by air for work or pleasure in the prior 12 months. The sample could be further refined on the basis of age, household income, and/or other demographics. Table 1 to follow shows sample feasibility by age and income, with a total available sample of 1,045 responses assuming an 80% incidence/ qualification rate. Fielding would be anticipated to take 7-10 days to complete after survey launch. The survey would be anticipated to take approximately 10 minutes to complete.

- **Analysis, reporting and deliverable.** RRC will tabulate, analyze and report the results in Powerpoint presentation format, including a summary of the methodology and findings. An appendix will also be provided that contains a copy of the survey materials, crosstabulations and a listing of the open-ended comments. RRC would also be happy to present and discuss the results via webinar to RASC and/or other parties.

Table 1. Anticipated Sample Feasibility by Age and Income

Among adults ages 18-65 in the Boston DMA that have taken 1+ domestic leisure or business flights in the past 12 months	
Age Range	Projected Deliverables at 80% IR
18-24	94
25-34	236
35-44	208
45-54	206
55-64	275
65	26
Total	1045
Household Income	Projected Deliverables at 80% IR
Less than 15,000	119
15,000 to 24,999	68
25,000 to 49,999	149
50,000 to 74,999	159
75,000 to 99,999	148
100,000 to 149,999	195
150,000 to 199,999	123
200,000 to 249,999	40
250,000 to 499,999	37
500,000 to 999,999	8
1 million +	2
Total	1045

Cost and Timing

The anticipated cost of the research is \$11,200, as outlined in Table 2 below. RRC would only bill for actual costs incurred, with any savings accruing to RASC.

Table 2. Anticipated Research Costs

Item	Cost
Survey design and programming	\$2,700
Survey fielding (n=800, 10 minutes, 80% IR)	\$3,000
Data cleaning & analysis	\$2,500
Reporting	\$3,000
Total	\$11,200

The anticipated timeline for the research is shown in Table 3 below. We would be able to begin work immediately, or on other schedule preferred by RASC. The total anticipated research duration would be approximately 8-10 weeks, with “raw” results likely available more quickly (e.g. 5-7 weeks).

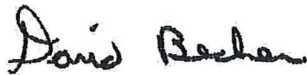
Table 3. Anticipated Schedule

Item	Week									
	1	2	3	4	5	6	7	8	9	10
Survey design and programming	x	x	x							
Survey fielding				x	x					
Data cleaning & analysis					x	x	x			
Reporting								x	x	x

Conclusions

Thank you again for contacting us regarding this project. Please note we are open to refining any part of the proposed scope of work, budget and timeline to best meet your needs. We would very much enjoy working with you on this project.

Sincerely,
RRC ASSOCIATES



David Becher, Director of Research

JumpStart, Nashville, June 3-5, 2019

1. VivaAerobus
 - a. This opportunity is 3-5 years out for RNO
 - b. Focus Markets: Morelia, Monterrey, Guadalajara
2. Hawaiian Airlines
 - a. Evaluating operational viability at RNO
 - b. Validated the demand and passenger forecast for 2-3X weekly
3. Air Canada
 - a. Aircraft time availability is limited due to Max groundings and replacement of the older fleet
 - b. YVR continues to be their target for RNO
4. American Airlines
 - a. Overall the airline is very pleased with all of the route performance
 - b. Increased capacity to existing markets was confirmed for this summer
5. JetBlue Airways
 - a. Aircraft order was delayed, shifting all new opportunities even further
 - b. Follow up conference call in July for RNO-BOS opportunity
6. WestJet
 - a. The focus remains on leisure traffic with a possibility of seasonal flights with a minimum of twice a week service
 - b. Operational viability remains an issue
7. Contour Airlines
 - a. Santa Barbara is an opportunity as early as winter 2020
 - b. Risk mitigation required
8. JetSuiteX
 - a. Site visit on June 25 is scheduled to look at General Aviation facilities at RNO
9. Alaska Airlines
 - a. All routes are profitable
 - b. All Seattle and Portland flights will be switched to "ALL" E175 before the end of the year
 - c. Interested in San Diego market
10. Delta Air Lines
 - a. Atlanta: The airline is having a difficult time finding an aircraft for March 2020 schedule
 - i. Pushed for a year round service
 - ii. The airline will eventually enter the RNO-LAX market. It's the matter of "when" and not "if".
11. Southwest Airlines
 - a. All of the routes are performing well with the exception of San Diego
 - i. SAN last flight back to RNO is almost always 50-55% load factor
 - b. The airline is very much interested in serving the RNO-BUR route
 - i. Risk Mitigation is a necessity

2019/2020
North Lake Tahoe Partnership Opportunities

North Lake Tahoe Autumn Food & Wine FAM

Dates: September 21-23, 2019

Description: Join North Lake Tahoe at the Autumn Food & Wine Event September 21-22, 2019. This event is designed to provide our local partners with the opportunity to network with key contacts/meeting planners that source meetings, conferences and incentives to North Tahoe. The goal of this relationship-building client event is to bring together 10 meeting/incentive planners with our North Lake Tahoe Partners.

Meeting planners participating will receive:

- A two-day North Lake Tahoe itinerary that includes tickets to the Wine & Brew Walk, Charbay Release Party, Grand Tasting & Culinary Competition as well as a lakeside activity.

Who should participate: North Lake Tahoe is looking for partners that are interested in maintaining and expanding their relationships meeting/incentive planners. Each participating partner will have the opportunity to invite (2) meeting planners on the FAM.

Location: Northstar California + a hotel partnership, location TBD

Minimum and Maximum Partner Participation- Minimum: 1 Maximum: 4

Partner fees/cost: in-kind

Contact Greg Howey at 530-581-8710 or greg@gotahoenorth.com

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Relax
Experience

Chicago Networking Event: Carrie Underwood Concert

Date: October 29, 2019

Description: Join North Lake Tahoe's Chicago Sales Manager, Denise Cmiel at the United Center in Chicago for the Carry Underwood concert. North Lake Tahoe has purchased a luxury suite, accommodating up to 20 meeting planners in the area.

Minimum and Maximum Partner Participation - Minimum: 1 Maximum: 4

Partner fees/cost: \$750, additional hotel representatives is \$500

All accommodations, transportation and meals are the responsibility of the partner.

Contact Denise Cmiel at 630-534-6040 or Denise@Spinnakerdme.com

Location: Chicago, IL

All Things Meetings – East Bay

Dates: November 13, 2019

Description: Join North Lake Tahoe at All Things Meeting – East Bay. This event is designed to provide our partners with the opportunity to network with over 100 Bay Area contacts/meeting planners that bring meetings, conferences and incentive to Northern California and Nevada.

The event includes:

- Hotel partner receives registration to All Things Meeting – East Bay
- Hotel partner receives a shared table to display marketing materials
- Hotel partner will receive pre and post client contact lists

Location: East Bay

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Minimum and Maximum Partner Participation - Minimum: 1 Maximum: 1

Partner fees/cost: \$625, plus a raffle prize

All airfare, accommodations, transportation and meals are the responsibility of the partner.

CalSAE Seasonal Spectacular

Dates: December 16-17, 2019

Description: Seasonal Spectacular features the largest annual association industry tradeshow on the West Coast including EXCHANGE - The CalSAE Appointment Show as well as, education programs, luncheons, and networking opportunities.

Participation includes:

- Hotel partner participates in North Lake Tahoe booth, client dinner and client lunch
- Each partner receives the post show client contact list

Location: Hyatt Regency and Sheraton Grand Sacramento

Minimum and Maximum Partner Participation - Minimum: 2 Maximum: 5

Partner fees/cost: \$1200-\$1500

All accommodations, transportation and meals are the responsibility of the partner.

Contact Sarah Winters at 530-581-8751 or sarah@gotahoenorth.com

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Top Golf Roseville/Sacramento Networking Event

Dates: Spring 2020

Description: Join North Lake Tahoe at Top Golf Roseville for evening of good food, drink and team building. This event is designed to provide our partners with the opportunity to network with key contacts/meeting planners in the Sacramento area that source meetings, conferences and incentives to Northern California and Nevada. The goal of this relationship-building client event is to bring together 25-30 meeting/incentive planners with our North Lake Tahoe Partners.

The event includes:

- Hotel Partner receives participation in the event.
- Each Partner has the option to personally invite your own planners.
- Each partner receives a list of Post client contact list
- Location: Roseville, California

Minimum and Maximum Partner Participation - Minimum: 4 Maximum: 4

Partner fees/cost: \$500-750

All accommodations, transportation and meals are the responsibility of the partner.

Contact Greg Howey at 530-581-8710 or greg@gotahoenorth.com

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Celebrate
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Experience

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Bay Area Networking Event - San Francisco Giants Game

Dates: June 2020

Description: Join North Lake Tahoe at the San Francisco Giants Game for evening of good food, drink and networking. This event is designed to provide our partners with the opportunity to network with key contacts/meeting planners in the Bay Area that source meetings, conferences and incentives to Northern California and Nevada. The goal of this relationship-building client event is to bring together 15-20 meeting/incentive planners with our North Lake Tahoe Partners.

The event includes:

- Hotel partner receives participation in the event.
- Each partner has the option to personally invite planners
- Each partner receives a list of post client contact list

Location: San Francisco

Minimum and Maximum Partner Participation - Minimum: 1 Maximum: 3

Partner fees/cost: \$500-750

All accommodations, transportation and meals are the responsibility of the partner.

Contact Greg Howey at 530-581-8710 or greg@gotahoenorth.com

Chicago Networking Event – Spring 2020

Details on this event to follow.

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Experience*

2019-2020 North Lake Tahoe Sales Schedule

Dates	Event	Sales Team Member	Location
July			
11	Sacramento River Cats Event	Greg Howey	Sacramento
14-20	UK Sales Mission	Sarah Winters	UK
24	All Things Meetings – Silicon Valley	Greg Howey	Silicon Valley
August			
19-21	MTS Planning Visit	Sarah Winters	North Lake
10-13	ASAE Annual Meeting & Expo	Denise Cmiel	Columbus, OH
24-26	Connect Marketplace	Greg Howey & Bart Peterson	Louisville, KY
September			
11	Conference Sales Meeting	Conference Team	North Lake
17-19	Active China, NAJ	Bart Peterson	Los Angeles, CA
20-22	AF&W Meetings FAM	Greg Howey	North Lake
23-27	Visit California Canada	Sarah Winters	Canada
October			
3-6	HPN Annual Partner Conference	Greg Howey	Seattle, WA
8	Leisure Sales Task Force Meeting	Sarah Winters	North Lake
13-15	Connect Tech & Medical	Greg Howey	Dallas, TX
14-17	Air Canada Travel Agent FAM	Sarah Winters	North Lake
29	Chicago Client Event	Denise Cmiel	Chicago, IL
November			
1-5	Southern CA Sales Mission RSCVA	Bart Peterson	Los Angeles, CA
7	Prestige Meetings	Greg Howey	San Francisco
11-12	Governor's Global Tourism Summit	Bart Peterson	Las Vegas, NV
13-14	Expedia Partner Conference	Sarah Winters	Las Vegas, NV
13	All Things Meetings – East Bay	Greg Howey	East Bay
18-19	Connect Georgia	Bart Peterson	Atlanta, CA
December			
8-9	Connect Southwest	Greg Howey	Scottsdale, AZ
11	Conference Sales Meeting	Conference Team	North Lake
16-17	Seasonal Spectacular	Sarah Winters	Sacramento, CA
January			
29-31	Outdoor Retailer Conference	Bart Peterson	Denver, CO

February

10-12	Visit California Outlook Forum	Sarah & Bart	San Diego, CA
TBD	Connect Chicago	Denise Cmiel	Chicago, IL
TBD	Connect Financial	Jason Neary	TBD

March

TBD	Connect Mountain Incentive	Greg Howey	TBD
TBD	Mexico Sales Mission	Bart Peterson	Mexico
11	Conference Sales Meeting	Conference Team	North Lake
26-29	CalSAE Elevate	Jason Neary	Sonoma, CA
26-28	MTS PRE FAM	Sarah Winters & Bart Peterson	North Lake
29-4	Mountain Travel Symposium	NLT TEAM	North Lake

April

5-7	MTS POST FAM	Sarah Winters & Bart Peterson	North Lake
19-23	California Cup	Bart Peterson	Sacramento, CA
TBD	Connect California	Greg Howey	TBD
TBD	Prestige Meetings	Greg Howey	San Francisco

May

5	Leisure Sales Task Force	Sarah Winters	North Lake
TBD	Travel Masters Canada VIP FAM	Sarah Winters	North Lake
TBD	Successful Meetings/Destination CA	Greg Howey	Northern, CA
TBD	ASAE XDP	Jason Neary	Washington, DC
TBD	HelmsBriscoe ABC	Jason Neary	TBD
TBD	TopGolf Client Event	Greg Howey	Roseville, CA

June

1-5	International Pow Wow (IPW)	Sarah Winters	Las Vegas, NV
10	Conference Sales Meeting	Conference Team	North Lake
TBD	Bay Area Client Event	Greg Howey	San Francisco
TBD	Connect New York	Jason Neary	New York, NY

July 2020

TBD

August 2020

TBD	Australia Sales Mission	Bart Peterson	Australia & NZ
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