

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

**AGENDA AND MEETING NOTICE
CHAMBER OF COMMERCE ADVISORY COMMITTEE
Tuesday, March 3rd – 9:00 a.m.
Board Room – Tahoe City Public Utility District
221 Fairway Drive, Tahoe City**

Mission of the North Lake Tahoe Chamber of Commerce

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

Meeting Ground Rules

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

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

- A. Call to Order – Establish Quorum
- B. Public Forum: Any person wishing to address the Chamber of Commerce Advisory Committee on items of interest to the Committee not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Committee on items addressed under Public Forum. (3 minutes)
- C. Agenda Amendments and Approval (2 min)
- D. Approval of Chamber of Commerce Meeting Minutes – February 3, 2009 (2 min)
- E. Chamber Program and Project Updates – Kym Fabel (20 min)
 - Upcoming Chamber Events & Projects
 - Results of President's Week Business Survey
- F. Presentation on the Mission and Work of the Tahoe Forest Hospital Cancer Center – Tom Hobday and Claire Fortier (30-40 minutes)
- G. Community Marketing Program Grant ROI Report by Northstar Village Retailers Association – Joy Doyle (5-10 minutes)
- H. Committee Debrief and Discussion – Outcomes of February 24th Joint Workshop Involving the Chamber Advisory Committee, NLTRA Marketing Committee and the NLTRA Lodging Subcommittee (20 minutes)
- I. Review of Current Chamber of Commerce Business Plan and Initial Discussion/Input in Preparation for Developing Plan Update for FY-2009/10 (20 minutes)
- J. Committee Member Reports/Updates from Community Partners (5-10 min)
- K. Adjournment

Posted and emailed February 25, 2009

**Chamber of Commerce
Advisory Committee Members**

NLTRA Board:

Debra Darby-Dudley
Alex Mourelatos
Ibrahim Rock
Dave Wilderotter

Committee Members:

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

County Representative

Don Yglesias

Quorum

Board Members
Lay Member



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

CHAMBER OF COMMERCE ADVISORY COMMITTEE MEETING MINUTES

February 3rd, 2009 – 9:00 a.m.

Tahoe City Public Utility District

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Sherina Kreul, Jan Colyer, Joy Doyle, Cheri Sprenger, Alex Mourelatos, Deb Dudley, Heather Leonard, Ron Yglesias, Mike Young (9:10 a.m.), Justin Broglio (9:14 a.m.), Dave Wilderotter (9:15 a.m.) and Kay Williams (9:45 a.m.)

RESORT ASSOCIATION STAFF: Kym Fabel, Steve Teshara, Whitney Parks and Ron Treabess (9:28 a.m)

OTHERS IN ATTENDANCE: Steve Frisch, Nikki Streegan, Michael Bennett and James Rawie

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 9:04 a.m. by Chair Cheri Sprenger and a quorum was established.

2.0 PUBLIC FORUM

2.1 Members of the Committee and members of the audience introduced themselves.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 **M/S/C (Dudley/Doyle) (7/0) to approve the Chamber Advisory Committee agenda as presented.**

4.0 APPROVAL OF CHAMBER ADVISORY COMMITTEE MINUTES

4.1 **M/S/C (Doyle /Kreul) (7/0) to approve the Chamber of Commerce Advisory Committee meeting minutes of January 6, 2009 as presented.**

5.0 ELECTION OF COMMITTEE CHAIR FOR 2009, ELECTION OF GRANTS SUBCOMMITTEE CHAIR FOR 2009

5.1 **M/S/C (Mourelatos/Dudley) (7/0) to approve the nomination of Justin Broglio and approve him as Chair for the 2009 Community Marketing Grants Subcommittee.**

5.2 **M/S/C (Mourelatos/Young) (7/0 – Abstention Sprenger) to approve the nomination of Cheri Sprenger and approve her as Chair for the 2009 Chamber of Commerce Advisory Committee.**

6.0 CHAMBER PROGRAM AND PROJECT UPDATES – KYM FABEL

- 6.1 Kym Fabel discussed upcoming mixers and distributed a schedule of Chamber events. She encouraged everyone to attend the Chamber Community Awards Dinner on Thursday, February 12th. She discussed the mixer/fundraiser at Gar Woods on February 26th. This mixer will charge a \$20 admission fee to benefit SnowFest! There are also upcoming mixers at High Altitude Fitness in Incline Village and the Crest Café in Alpine Meadows.
- 6.2 Kym reviewed the Chamber Business Plan Implementation report for the months of December 2008 and January 2009. She attended the first 2009 North Lake Tahoe-Truckee Leadership class. She also participated in a housing focus group for Incline Village. She reported on the Sierra Green Business Awards which is collaboration of green awards for the region being organized by the Recycling Coordinators from Incline Village, Truckee, Placer County and Nevada County. She provided a report on the percentage of memberships by area – Tahoe City is down 1% and Truckee is up 1% from the November 2008 report. Kym reviewed the results of the Chamber Membership Holiday Survey. She noted that 67% of businesses participating reported that fewer customers visited their business and 59% reported that customers spent less compared to last year's holiday season. Dave Wilderotter reported that midweek days are slow at his business. Cheri pointed out that several respondents mention that they would like the Chamber to offer more community activities and events. Kym reported that she did not define the holiday period in the survey. She plans to conduct another survey after President's Week. The Chamber newsletter that will include these survey results will be in member mailboxes by next week.
- 6.3 Steve Teshara discussed the Lake Tahoe Regional Plan Update and the document recently produced by our Chamber in collaboration with the Lake Tahoe South Shore Chamber, entitled *Suggested Policies and Proposed Planning Principles*. A copy of this document was given to each member of the Committee. He noted that the Chamber is proactively engaging in assisting the TRPA with the Regional Plan update in order for the business community's needs to be heard and addressed in the process. He noted that there are two sections of the Planning Principles document. The first highlights comments from the community on placed-based planning and discusses the factors that are necessary to complete the process. On page 4 of the document, three factors for success in the regional plan update are listed: 1. *Broad community support for the update Plan, including Goals & Policies regulations.* 2. *Strategic use of practical incentives for investment to achieve environmental, economic and community goals.* 3. *Improved TRPA understanding and the ability to stimulate private sector and local government investment in the redevelopment, restoration and rehabilitation of commercial service needs.* The second part of the document contains information from members of the community that were randomly selected for interviews. He discussed the model that is being developed in order to test projects and scenarios with the TRPA in order to determine barriers and what regulation and code sections need to be modified. He said that vital environmental and community improvements will not happen unless private sector projects can make it through the system and become successfully implemented. Cheri Sprenger offered the support of the Chamber Advisory Committee through a letter or whatever means necessary.
- 6.4 Ron Treabess reported that the NLTRA will host a community workshop to assist in the development of the 2009-2014 Infrastructure and Transportation Integrated Work Plan. The success of this process requires participation from community members, organizations, special districts and governmental entities. He

encouraged everyone to attend the workshop to give their input. The workshop will take place on Tuesday, February 10th from 6:00 p.m. to 8:00 p.m. at the Tahoe City PUD.

7.0 COMMUNITY MARKETING PROGRAM GRANT ROI REPORT BY THE ORCHESTRA AND COMMUNITY CHORAL ARTISTS OF THE TAHOE AREA (TOCCATA)

7.1 James Rawie thanked the Advisory Committee for the \$500 grant from the Community Marketing Grant Program. He said the first ad placed with money from the grant focused on Messiah before Christmas. He reported that the numbers of attendance was up almost 100% from last year. He also noted that attendance was low at the concert that took place at the Resort at Squaw Creek. He said there were 150 people instead of the 750 anticipated. There were also two print ads in the Tahoe World that focused on the Baroque series of concerts. He said the event that took place at the Squaw Valley Chapel had 60 paid consumers which doubled the income from last year's concert.

7.2 Dave Wilderotter asked James about TOCCATA's relationship with Lake Tahoe Music Festival. James said the two were not connected at this time. He reported that TOCCATA has partnered with the Truckee Tahoe Community Chorus.

8.0 PRESENTATION BY SIERRA BUSINESS COUNCIL ON THINK LOCAL FIRST PROGRAM – STEVE FRISCH, PRESIDENT AND NIKKI STREEGAN, COMMUNICATIONS DIRECTOR

8.1 Steve Frisch discussed SBC's Think Local First program. He said the program's emphasis is to maximize the amount of dollars re-circulating through a local economy. He said the key is leverage economic multipliers. He noted that the Sierra Business Council's interest in Think Local First began when they created a publication in 2005 entitled Investing for Prosperity. Copies of this publication are available for download on the SBC's website. Through research for the publication, the SBC learned about the Think Local First concept. Frisch attended a seminar of the Sacramento Chamber by Rebecca Ryan that discussed an in-depth study of the next generation consumer. The next generation consumer wants authenticity and social connectivity in a community. He said it was important to bring the Think Local First concept to issues indigenous to the Lake Tahoe region as a means of building community.

8.2 Frisch noted that several Think Local First programs have sprouted in areas around the Sierra Nevada. The programs are rooted in the idea of shopping and buying local and tapping into the demographic of the next generation consumer to build community by creating more social connectivity and a willingness to buy in into the community. He said the SBC researched the top programs that have leveraged the concept of Think Local First. Frisch distributed a report that highlighted information on a BBMG study regarding conscious consumerism. He said that the SBC fully supports the Shop Local efforts, but the Think Local First promotes the bigger idea of building community. He said the SBC has created a retail kit to enable businesses to promote Think Local First. The kit contains information about how to promote the idea of Think Local First, as well as marketing materials to support the efforts. He said he would like to work with the Chamber of Commerce and Community Partners on this effort in order to work cooperatively and not duplicate efforts.

9.0 WORKSHOP/DISCUSSION – PREPARING FOR THE UPCOMING MARKETING WORKSHOPS

- 9.1 Steve Teshara confirmed that the Joint Marketing/Chamber Advisory/Lodging Subcommittee Workshop will be held on February 24th, 2009 at the North Tahoe Events Center. There will also be a community marketing workshop at the beginning of March.
- 9.2 Alex Mourelatos discussed that there needs to be information conveyed to the Marketing Committee regarding the Community Marketing Grants Program and its positive impacts on the community. He said there needs to be a consistency of message throughout the marketplace. Kay Williams discussed that there needs to be more of a link between event marketing and destination marketing. Perhaps, the GoTahoeNorth.com events calendar could be mentioned in some of the print ads or the TV ads. There was also discussion about addressing the events of SnowFest and Lake Tahoe Music Festival. Should these events have a line item in the NLTRA Marketing budget?
- 9.3 Deb Dudley discussed that many events need an event coach. They need someone to help them get sponsors, create cooperative marketing with lodging and other businesses, and with grant writing. There was discussion that the NLTRA could hire or contract a program manager or event coach to help add value to the Community Marketing Grant Program. Alex said the CMGP needs help with outreach and promotion, funding strategies, marketing coordination for a consistent message, and website coordination. Deb said there may be a need to reevaluate the marketing strategy this year since the economic landscape has changed dramatically from last year. There was discussion about the ease of linking between GoTahoeNorth and the Chamber and business associations' websites. Michael Bennett noted that there are several free marketing and promotional opportunities through media and publications. He also reported that the Sierra Sun and other area newspapers are willing to work with this Committee to draw attention to area events. Deb suggested creating a statement from the Chamber Advisory Committee for use at the upcoming workshops. Whitney Parks offered the following statement:

Statement from the Chamber Advisory Committee

The Chamber Advisory Committee would like to stress the importance of In Market advertising and promotion in order to enhance the visitor's experience and repeat visitation, as we reevaluate marketing strategies during this changing economic climate. We ask for an additional \$40,000 for a total Community Marketing Grant Program budget of \$100,000, as well as support for event coaching or a program manager. In turn, the Committee will help to improve ROI and money generated into this community from the money in the "in market/community marketing" budget.

- 9.4 There was also discussion regarding the importance of training employees in the front line. It was suggested that perhaps a program for concierge training could be created through the Customer Service Academy. Michael Bennett also suggested using a secret shopper type program to test the knowledge of front line employees.

10.0 COMMITTEE MEMBER REPORTS/UPDATES FROM COMMUNITY PARTNERS

- 10.1 Jan Colyer reported that ridership is up on the Night Rider shuttle this year. She reported that TNT/TMA is sponsoring a Dress up your Dog contest this year, and also sponsoring a SnowFest! Queen.

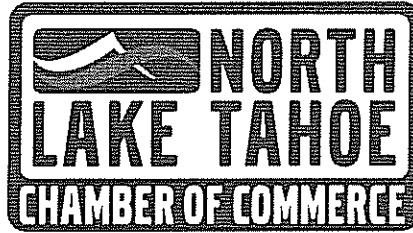
- 10.2 **North Tahoe Business Association (NTBA)** – Cheri Sprenger said the NTBA will finish relocating to the North Tahoe Events Center by Friday. She reported on the many NTBA SnowFest! events, including dodge ball, pancake breakfast, parade, dragon ice sculpture, and the Joe King Poker Tournament. She reported that there will be a 1920s dress up contest. She also noted that the Tahoe Biltmore has been extremely cooperative with this even. They will offer a \$49 stay and play rate the night of the tournament.
- 10.3 **Tahoe City Downtown Association (TCDA)** – Justin Broglio reported that the TCDA membership drive is going well. He reported that they had a great membership party. They are still working on getting participation for the Tahoe City SnowFest! parade.
- 10.5 **Northstar Villager Retailers Association (NVRA)** – Joy Doyle will email a link to the Committee regarding the upcoming Dew Tour. The link is: http://www.northstaratahove.com/info/calendar/calendarevent.ast_winter_dew_tour.asp.item.asp

11.0 ADJOURNMENT

- 11.1 The meeting was adjourned at 11:48 a.m.

Submitted by:

Whitney Parks, Administrative Assistant



February 25, 2009

To: Chamber of Commerce Advisory Committee

Fr: Chamber Staff

Re: Item F - Presentation on the Mission and Work of the Tahoe Forest Hospital Cancer Center
Item G - Community Marketing Grant Program ROI Report by Northstar Village Retailers Association
Item H - Committee Debrief and Discussion - Outcomes of February 24th Joint Workshop Involving the Chamber Advisory Committee, NLTRA Marketing Committee and NLTRA Lodging Subcommittee

Item F - Background

At the request of volunteers involved with the Tahoe Forest Hospital Cancer Center, we are pleased to provide the Committee with this opportunity to learn more about the mission and work of this important program and facility in our community. Tom Hobday and Claire Fortier are scheduled to provide the presentation.

This presentation is for informational purposes; no committee action is being requested.

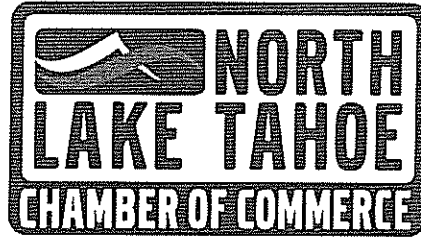
Item G - Background

Committee member and NVRA representative Joy Doyle will present the Community Marketing Program Grant ROI report for their organization's FY-2008/09 project. As you recall, the project was production of an 8 page, 4-color glossy stock *Village at Northstar* magazine. The grant amount was \$10,000.

Item H - Background

This agenda item represents an opportunity for members of the Committee to debrief and discuss outcomes of the February 24th Joint Committee Marketing Workshop.

Note that the second workshop, the Marketing/Community Workshop is scheduled for 1 p.m. to 4 p.m. Tuesday, March 3rd, at the North Tahoe Events Center (the afternoon following your March 3rd Committee meeting).



February 25, 2009

To: Chamber of Commerce Advisory Committee

Fr: Chamber Staff

Re: Review of Current Chamber of Commerce Business Plan and Initial Discussion/Input in Preparation for Developing Plan Update for FY-2009/10

Background

As established in the adopted Plan, it is to be updated for each fiscal year. With this agenda item, we formally begin the process for reviewing and updating the current Plan, dated May 2008 and attached for your reference. We ask that you review the Plan prior to the meeting and be prepared to bring forward any questions or comments you may have.

In terms of the timeline for updating the Chamber Business Plan, please refer to the attached Chamber section of the adopted NLTRA FY-2009/10 Strategic Planning and Budget Development Process.

Requested Action

That the Committee begin the process of reviewing and providing input in support of updating the North Lake Tahoe Chamber of Commerce Business Plan for FY-2009/10.

North Lake Tahoe Chamber of Commerce

Purpose: Review and update the North Lake Tahoe Chamber of Commerce Business Plan for FY-2009/2010

Date	Who	Outcome
February 24	Joint Workshop - Chamber of Commerce Advisory Committee and Marketing Committee	Review and Discuss "Building Blocks" for FY-2009/2010 Marketing Budget, with a focus on funding level for Community Marketing Program
March 3	Chamber of Commerce Advisory Committee	Review and input in support of updating the Chamber of Commerce Business Plan
March 31	Chamber of Commerce Advisory Committee	Review initial Draft Revision and provide further input in support of updating the Chamber of Commerce Business Plan
April 1	Board of Directors	Status Report/Board Discussion and Input on updating the Chamber of Commerce Business Plan
May 5	Chamber of Commerce Advisory Committee	Develop recommendation for the Board of Directors on updated Chamber of Commerce Business Plan for FY-2009/2010
June 3	Board of Directors	Discussion and Possible Action to Approve the Updated Chamber of Commerce Business Plan for FY-2009/2010

Purpose: Develop preliminary Chamber Budget for FY-2009/2010

Date	Who	Outcome
May 5	Chamber of Commerce Advisory Committee	Review information; provide direction to staff related to Chamber Budget development for FY-2009/2010



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

May 2008

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

North Lake Tahoe Chamber of Commerce

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Introduction

History and Background

The North Lake Tahoe Chamber of Commerce has a long history of member and community service, dating back over 50 years. Through many changes in our region, in the states of California and Nevada, and in our nation, the Chamber has worked diligently to be an effective voice and advocate for the local business community. As we recall our past and look toward the future, we take this opportunity to thank the leaders and members of our business community who have contributed to the voice and sustainability of the North Lake Tahoe Chamber of Commerce.

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

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

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

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

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

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

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

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

A principal partner in the NLTRA's mission is Placer County, which invests approximately 60 percent of TOT generated by North Lake Tahoe lodging properties (including the additional 2% TOT) in support of the NLTRA's Master Plan. Each edition of the Master Plan is developed by the NLTRA, in partnership with the community, and approved by the NLTRA Board of Directors and the Placer County Board of Supervisors. The current Master Plan is the *North Lake Tahoe Tourism and Community Investment Master Plan*, approved in the summer of 2004.

Changes and New Realities

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

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

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

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

North Shore Chamber Consolidation

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

In the spring of 2006, NLTRA/Chamber staff presented a proposed Chamber Consolidation Plan to the Chamber of Commerce Advisory Committee and NLTRA Board. The Committee and Board directed staff to prepare a comprehensive Chamber Business Plan to help implement the consolidation process and provide a framework for improving and expanding the Chamber's resources, programs and services to better serve all of its members. The first edition of this Business Plan was finalized, recommended by the Chamber Advisory Committee, and approved by the NLTRA Board in December 2006. The Plan was updated and approved again in July of 2007. The FY-2008/09 Chamber Business Plan will be the third edition.

Funding for Chamber Operations and Programs

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

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

Role of the Chamber

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

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

Timeframe Addressed by this Plan

This document is the third edition of the Chamber Business Plan and is designed to guide the direction of the Chamber for FY-2008/09. It will continue to be evaluated and updated on an annual basis. The evaluation process shall include a review of the reports identified in Objective 5, and input from the membership, staff, CofCAC, and the NLTRA Board of Directors.

2008/2009 Chamber Business Plan Objectives and Actions

Objective 1

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

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

Actions

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

Timeline

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

Responsible Parties

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

Measurements

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

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

Timeline

Ongoing.

Responsible Parties

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

Measurement

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

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

Timeline

Ongoing.

Responsible Parties

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

Measurement

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



Objective 2

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

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

Actions

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

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

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

Timeline

Ongoing.

Responsible Parties

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

Measurements

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

Measurements

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

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

Note: The current list of Chamber Member Benefits and Services is available at NorthLakeTahoeChamber.com.

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

Timeline

Ongoing.

Responsible Parties

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

Measurements

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

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

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

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

Timeline

By June, 2008.

Responsible Parties

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

Measurement

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



Objective 3

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

Actions

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

1] Workforce Housing

Specific partners to include: NLTRA, Workforce Housing Association of Truckee Tahoe (WHATT), Placer County Redevelopment Agency, private sector developers of workforce housing; Town of Truckee, Placer County, Tahoe Regional Planning Agency, and Washoe County (housing policies).

2] Workforce Development and Training

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

3] Enhanced Transit and Improved Community Mobility

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

4] Civic Welfare and Engagement

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

5] Economic Development, Redevelopment, Diversification and Sustainability

Specific partners to include: Placer County Office of Economic Development, Placer County Redevelopment Agency, TRPA/Placer County and Washoe County Community Enhancement Project Program, NLTRA/Chamber Community Partners (including the Economic Restructuring Committees of the Kings Beach/Tahoe Vista and Tahoe City

Main Street Programs); The Lake Tahoe (Sustainability Indicators) project, and appropriate economic development agencies and organizations serving Incline Village and Crystal Bay, including the Nevada Small Business Development Center.

For all of the above:

Timeline

Ongoing.

Measurement

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



Objective 4

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

Actions

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

- Opportunity to more clearly define and play a role in marketing, in cooperation with the North Lake Tahoe Resort Association and its Destination Marketing Organization (DMO) partners.
- Greater consistency and coordination for In Market advertising and collateral with North Lake Tahoe's *Pure Experiences* brand and related campaigns, including improving strategies for delivering the "brand promise."
- Better uniformity and coordination for the consumer marketing message, including appropriate Web site linkages.
- Improvements in our collective ability to highlight and showcase the "*Neighborhoods of North Lake Tahoe*."
- Opportunity to more effectively coordinate, promote and grow community based special events.
- A platform for improving the quality of visitor information services, the visitor experience and opportunities to generate return visits.

To achieve this objective and related actions, the Chamber and its partners will undertake the following:

1] Work with our Community Marketing Partners to continue and expand efforts to develop new, coordinated In Market collateral.

2] Work with the NLTRA Tourism Division staff, Marketing Committee and Board to clearly define a role in the NLTRA's overall Marketing Strategy in the development, funding and implementation of coordinated In Market advertising and promotional efforts, consistent with the established Brand for North Lake Tahoe and the *Neighborhoods of North Lake Tahoe* campaign.

3] Work with the NLTRA Tourism Division staff and Marketing Committee to define a role in the coordination and funding of community based special events, consistent with an adopted set of criteria as part of the Community Marketing Grant Program.

4] Work with the NLTRA as an advocate and supporter of improving the coordination and delivery of In Market visitor information services, and as a partner in expanding and staffing North Lake Tahoe’s network of visitor information centers.

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

Timeline

Ongoing.

Responsible Parties

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

Measurement

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



Objective 5

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

Actions

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

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

Timeline

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

Responsible Parties

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

