



north lake tahoe

**North Lake Tahoe Resort Association**

**ANNUAL  
ORGANIZATIONAL PERFORMANCE  
REPORT 2018/2019**

# **North Lake Tahoe Resort Association Year-End Organizational Performance Report for the period of July 1, 2018 - June 30, 2019**

The North Lake Tahoe Resort Association (NLTRA) contracted to provide services in accordance with the provisions and requirements specified in the Scope of Work document, in order to assist the County in meeting its tourism promotion objectives as identified in the 2015 Tourism Master Plan. Services included:

1. Organization Management/Administration
2. Support for Tourism Master Plan Implementation
3. Tourism Development Programs
4. Visitor Information Services

Performance indicators for the services provided throughout the year are recapped below (in blue) utilizing the Scope of Work outline from the 2018/19 County of Placer contract. North Lake Tahoe Resort Association works with the Incline Village Crystal Bay Visitors Bureau through a cooperative marketing agreement, the North Lake Tahoe Marketing Cooperative agreement (NLTMC), to strengthen and enhance the accomplishment of the NLTRA service goals.

## **Task #1. ORGANIZATION MANAGEMENT AND ADMINISTRATION**

GOAL: Provide management and administrative functions for the organization.

Tasks:

1. Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.
2. Continue evaluation and modification of NLTRA's service delivery methods to ensure cost effectiveness.
3. Adapt NLTRA's procedures to meet Placer County's Performance-Based Contracting specifications.
4. Complete revisions to the Supplemental Operating Procedures and Policies consistent with scope of work and contract requirements.
5. Implement new NLTRA.org website.

Performance Indicators:

1. Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.
  - a. Achieve full compliance with County contract, utilizing written memorandums to clarify contract and reporting requirements.  
Open communication between County and NLTRA staff, along with diligence by NLTRA staff in adhering to specified deadlines, allowed NTLRA to achieve compliance with contract and reporting requirements.
2. Continue evaluation and modification of NLTRA's service delivery methods to ensure cost effectiveness.

- a. Successful implementation of organizational goals and achievement of performance indicators in most cost-effective manner.  
A number of changes were made to staffing and individual position's responsibilities throughout the contract period in an effort to further streamline work flow and achieve the most efficient and cost effective means of achieving the performance goals. One full-time position was eliminated in the process. It is felt organizational goals and achievement of performance indicators were achieved with very few exceptions.
- 3. Adapt NLTRA's procedures to meet Placer County's Performance-Based Contracting specifications.
  - a. Implementation of initial revisions to NLTRA's procedures to meet Placer County Performance Standards (two-year project).  
NLTRA successfully implemented, under the direction of the County, a monthly invoicing system for performance based elements of the County contract.
- 4. Complete revisions to the Supplemental Operating Procedures and Policies consistent with scope of work and contract requirements.
  - a. NLTRA Board adoption of SOP, including committee make-up organizational communications, and travel policy.  
Revisions to Supplemental Operating Procedures and Policies are in process and should be completed in the first half of the 2019-20 period.
- 5. Implementation of new NLTRA.org website.  
Conduct RFP and full vetting procedure for creation of new website  
The new NLTRA website was launched in 2018/19 following a full vetting process for services related to the rebuild and a focused effort on creating a new and valuable website.

**Task #2. SUPPORT FOR TOURISM MASTER PLAN IMPLEMENTATION**

GOAL: Provide support to Placer County to implement the Tourism Master Plan priorities.

Tasks:

- 1. Co-chair, with Placer County, the Capital Projects Advisory Committee (CAP Committee), ensuring business community involvement in process and programs.
- 2. Coordinate with Placer County, special districts, and business community to develop funding strategies to support implementation of the Tourism Master Plan.
- 3. Develop outreach and education for business community support for funding of Tourism Master Plan priorities.

Performance Indicators:

1. Implementation of new committee organization.
  - a. Implement revised committees to complement new Board structure and NLTRA revised contract compliance.  
The CAP committee was reorganized in accordance with changes made to its structure and changes in the NLTRA contract
2. Co-chair, with Placer County, the Capital Projects Advisory Committee (CAP Committee), ensuring business community awareness of process and programs.
  - a. Business community participation in CAP committee meetings and processes.  
Changes in the committee structure have allowed for greater business participation in the CAP committee processes
  - b. Achieve general business community awareness for CAP Committee review and recommendations to the Board of Supervisors  
Public announcements of the funding opportunities, application process and selection criteria were implemented. Discussion continues regarding methods for increasing awareness of the process.
3. Coordinate with Placer County, special districts, and business community to develop funding strategies to support implementation of the Tourism Master Plan including consideration of: increases in sales tax, increases in transient occupancy tax, and the establishment of a regional tourism business improvement district.
  - a. Funding strategy acceptance by governmental and business leaders for implementation of Tourism Master Plan priorities.  
County Board of Supervisors' general support for a potential TBID formation was achieved, and support has been indicated by numerous business leaders in the community.
  - b. Develop outreach and education for business community support for funding of Tourism Master Plan priorities.  
Outreach and education within the business community for support of potential TBID funding to assist in funding of Tourism Master Plan priorities took place throughout 2018/19 and continues currently. It is anticipated a petition will be initiated this fall.
4. Proposed additional funding strategy for NLTRA Board of Directors and Placer County Board of Supervisors review and approval by March, 2019.  
Formation of a TBID was proposed to the NLTRA Board of Directors and the County Board of Supervisors as a source of additional funding. Support has been indicated and efforts continue in that direction.

**Task #3. TOURISM DEVELOPMENT PROGRAMS**

GOAL: In accordance with the strategic Tourism Development Plan, develop and execute comprehensive public relations, marketing, advertising, sales, special events,

and promotion programs to maximize the exposure and promotion of eastern Placer County, as part of the North Lake Tahoe region, as a premier mountain resort destination in the United States.

#### Tourism Development Tasks:

1. Position North Lake Tahoe as a year-round/four season destination
2. Increase visitation during Spring and Fall, targeting Bay Area/Sacramento using events as a key driver
3. Increase mid-week visitation
4. Increase length of stay and visitor spending year-round
5. Create opportunities for new market entry that aligns with direct lift into Reno/Tahoe Airport and Sacramento Airport
6. Increase the number of conference leads and bookings
7. Increase stakeholder communication and partnership opportunities
8. Create ongoing measurement plan evaluating ad effectiveness, visitor profiles, lodging occupancy data, target market and visitation.

#### Performance Indicators/Results Tracking:

1. Position North Lake Tahoe as a year-round/four season destination
  - a. Create two evergreen content articles per season that align with pillars identified in the Tourism Development Plan

Our top performing evergreen blog post was: [52 Weeks In North Lake Tahoe](#) (Users spent 620 percent more time engaging/reading this page than all others on the site, generating 892 additional views since being updated). The long-form essay was broken up into listicle content to make it easy to read. It also showcased North Lake Tahoe as a year-round destination, shedding light on lesser known aspects of the area.

In 2018/19, NLTRA/NLTMC produced 12 Treasures of Tahoe content pieces to highlight lesser known experiences throughout the region. Each treasure included a video, downloadable PDF guide and an accompanying blog post. With the exception of one treasure, all topics were focused on evergreen content and are reusable pieces of content. Treasures content highlighted NLT's pillars and were season specific. A few examples are below.

- i. Outdoor Recreation: Best Panoramic Views, High-Flying Tahoe Adventure, Chickadee Ridge, Dual Season Days
- ii. Arts & Culture: Historic Hideaways, WinterWonderGrass
- iii. Culinary: Lake Tahoe Rum Trail, Tahoe Lakeside S'more Tour
- iv. Wellness: Alpine Hot Tubs

- b. Create new meetings and sales collateral showcasing year-round activities

New collateral developed in 2018/19 included:

- i. An updated and redesigned North Lake Tahoe Meeting and Conference Planning Guide.
- ii. A new Meeting in the Mountains one-sheet.
- iii. Four new tabletop pop up banners for use in sales calls and trade shows.

c. Publish 2 blog posts per month to align with key themes and pillars

At least two blogs were published each month that aligned with the identified NLTRA/NLTMC themes and pillars.

A top performing seasonal blog was: [Discover North Lake Tahoe's Secret Season with 4 Local Secrets](#) (Users spent 80 percent more time than usual reading/engaging this page, which had 652 page views).

Two top performing "timely" blog posts included: [Dashing Through the Snow: Your Guide to Getting Around North Lake Tahoe this Winter](#) (756 views; users spent 64 percent more time than usual viewing this page than all others on site); and [Fourth Up North: Your Lake Tahoe Independence Day Guide](#) (2322 views; users spent the average amount of time reading this, which is still a meaningful win considering the sheer amount of views).

d. Create a destination video that highlights all offerings around North Lake Tahoe

During 2018/19, an all-encompassing destination video concept was developed to highlight North Lake Tahoe as a year-round destination. Throughout the year, concepts were presented and the chosen option was then executed into a formal storyboard with an accompanying script. Voice over talent was selected and editing of the approved storyboard began. Final editing will be completed in 2019/20, with the intention of scaling the video into various lengths to run across multiple mediums and to be used by various partners throughout North Lake Tahoe.

e. Utilize sponsored event partnerships to extend reach of destination messaging

NLTRA/NLTMC continually leveraged sponsorships to extend destination messaging through a variety of events during 2018/19. One example is staff worked closely with the Wanderlust team to communicate NLTRA/NLTMC wellness curated messaging to Wanderlust audiences in San Diego, Dallas, and Los Angeles via social media channels with three individual posts. Through the sponsorship of the Spartan World Championships the event saw 420,000 unique event page views, over one million digital advertising impressions and 19.9 million social advertising impressions in pre-race marketing which all highlighted North Lake Tahoe as the location. The live stream of the event, which included

specific information and b-roll of NLT saw 19.2 million impressions and 12.7 million page views. Two 1-hour shows showcasing the World Championships aired on ESPN which has a viewership of 215,000 VPM.

f. Develop a sales kit for tour operator and travel agent use

A sales kit was developed and is located on the GoTahoeNorth.com website. On this site are updated itineraries as well as the new leisure sales brochure which has been translated into: German, Chinese, Japanese, Dutch, Hindi, French, Spanish, Portuguese, and English. In addition, a new sales map was created and is used for sales calls and trainings.

g. Develop and execute two trade marketing collaboratives in a tier 1 or tier 2 market

Collaborative marketing efforts in 2018/19 included:

- HotelBeds: Our first shared marketing collaboration with both South Lake Tahoe and the RSCVA. This campaign targeted travel agents throughout the globe with a specific emphasis on Canada, China and the UK. Hotelbeds is the number one receptive tour operator, selling to more international countries than any other US based company.
- British Holidays/Airlines Campaign, UK: This marketing program featured North Lake Tahoe in the Telegraph Magazine (500K circulation) as well as Highlife Magazine, British Airways award winning in-flight magazine. This project was subsidized by Visit California, allowing smaller destinations to have access to such a large company.

2. Increase visitation during non-peak periods (peak periods are typically identified as the third week in June through mid-August and December 20 – January 2, plus other holiday weekends/ski weeks) targeting Bay Area/Sacramento using events as a key driver.

a. Provide summary of sponsored events with ROI including report on event attendance, overnight stays and media exposure in eastern Placer County

Summary of sponsored events:

2018 Wanderlust Squaw Valley

Date: July 19 – 22, 2018  
Location: Squaw Valley  
Funded: \$30,000

Attendance: 9,131

Avg. Economic Impact: \$1,469,503  
Economic Impact ROI: 49:1  
Media Exposure: National

2018 BIG BLUEgrass at Sugar Pine Point

Date: July 27, 2018  
Location: Sugar Pine State Park, West Shore  
Funded: \$1,000

Attendance: 279  
Avg. Economic Impact: \$15,401  
Economic Impact ROI: 15:1  
Media Exposure: Regional

2018 Lake Tahoe Music Festival

Date: August 22 - 26, 2018  
Location: Sugar Pine State Park, West Shore Cafe, Skylandia Beach, Truckee  
Funded: \$5,750

Attendance: 1,030  
Avg. Economic Impact: \$28,144  
Economic Impact ROI: 5:1

2018 Lake Tahoe Autumn Food & Wine Festival

Date: September 7 – 9, 2018  
Location: Northstar California  
Funded: \$30,000

Attendance: 1,523 ticketed (2,500+)  
Avg. Economic Impact: \$366,637  
Economic Impact ROI: 12:1 (based on ticketed guests)  
Media Exposure: Regional (extends into SoCal)

2018 Northstar Free-Ride Festival

Date: September 13 - 17, 2018  
Location: Northstar California  
Funded: \$15,000

Attendance: 670  
Avg. Economic Impact: \$28,509  
Economic Impact ROI: 2:1  
Northstar Booked Rooms: 290  
Media Exposure: National

2018 Tahoe Cup Paddle Series

Date: May 26, July 21, Aug. 26 (cxl - permit issues), Sept. 15 (cxl - weather)  
Location: Carnelian Bay  
Funded: \$4,000

Attendance: 178  
Avg. Economic Impact: \$3,537  
Economic Impact ROI: 1:1



Media Exposure: Regional

2018 Tahoe Adventure Van Expo

Date: September 15, 2018  
Location: Homewood Resort  
Funded: \$2,000

Attendance: 700  
Avg. Economic Impact: \$9,660  
Economic Impact ROI: 5:1  
Media Exposure: Regional

2018 Spartan World Championships

Date: September 29 - 30, 2018  
Location: Squaw Valley  
Funded: \$250,000

Attendance: 13,995 (includes racers, staff, registered spectators, volunteers)  
Avg. Economic Impact: \$2,197,596  
Economic Impact ROI: 9:1  
Media Exposure: International

2018 Tahoe City Oktoberfest

Date: September 29, 2019  
Location: Tahoe City  
Funded: \$2,000

Attendance: 3,000+  
Avg. Economic Impact: \$118,727  
Economic Impact ROI: 59:1  
Media Exposure: Regional

2019 Alpenglow Mountain Festival

Date: February 16 - 24, 2019  
Location: Tahoe City  
Funded: \$5,000

Attendance: 2,300  
Avg. Economic Impact: \$24,835  
Economic Impact ROI: 5:1  
Media Exposure: Regional

2019 Snowfest!

Date: February 28 - March 10, 2019  
Location: Tahoe City, Kings Beach, West Shore  
Funded: \$5,000

Attendance: 6,500  
Avg. Economic Impact: \$333,253\*  
Economic Impact ROI: 67:1\*

\* Date was derived from the Snowfest! Survey which was a very small sample size.  
Media Exposure: Regional

2019 WinterWonderGrass Tahoe

Date: March 29 - 31, 2019  
Location: Squaw Valley  
Funded: \$15,000 cash

Attendance: 4,500  
Avg. Economic Impact: \$795,262  
Economic Impact ROI: 53:1  
Media Exposure: National

Liberty Mutual NASTAR National Championships

Date: April 4 – 7, 2019  
Location: Squaw Valley  
Funded: \$10,000

Attendance: 349 (participants only - avg. party size was 2.3)  
Avg. Economic Impact: \$393,630  
Economic Impact ROI: 39:1  
Media Exposure: International (Canada)

2019 Restorative Arts & Yoga Festival

Date: May 31 - June 2, 2019  
Location: Granlibakken Tahoe  
Funded: \$5,000

Attendance: 71  
Avg. Economic Impact: \$20,249  
Economic Impact ROI: 4:1  
Media Exposure: Regional

2019 No Barriers Summit

Date: June 13 - 16, 2019  
Location: Resort at Squaw Creek  
Funded: \$8,000 cash, \$10,000 in-kind marketing

Attendance: 700  
Avg. Economic Impact: \$231,840  
Economic Impact ROI: 29:1  
Media Exposure: National

2019 Broken Arrow Skyrace

Date: June 21 – 23, 2019  
Location: Squaw Valley  
Funded: \$27,500

Attendance: 1,605 (participants)  
Average Economic Impact: \$263,366  
Economic Impact ROI: 10:1  
Media Exposure: International

2019 Lake Tahoe Summit Classic Lacrosse Tournament

*Date: June 21 – 23, 2019*  
*Location: North Lake Tahoe and Truckee*  
*Funded: \$5,000*

*Attendance: 6,000 est. (participants, family, friends, staff)*  
*Average Economic Impact: pending*  
*Economic Impact ROI: pending*  
*Media Exposure: National*

*2019 Kid's Adventure Games*

*Date: June 28 - 30, 2019*  
*Location: Northstar California*  
*Funded: \$12,500 (\$2,500 - to producer, \$10,000 - to Northstar)*

*Attendance: 564 participants/ 1,000+ spectators*

*Avg. Economic Impact: pending*  
*Economic Impact ROI: pending*  
*Media Exposure: Regional*

- b. Ensure local districts and public service agencies are notified of North Lake Tahoe sponsored special events.
  - i. Distribute event notifications after sponsorships are approved by the Resort Association Board of Directors and on a quarterly basis via email.

Emails were sent out to local districts and public agencies with a full list of annual sponsored events in the winter (12/20/18) and spring (2/22/19) after approvals from the NLTRA Board of Directors. NLTRA Sponsored events were also listed in five Member to Member newsletters and then multiple events were highlighted in the Member to Member newsletter a few weeks prior to their start dates as reminders to the community.

- c. Sponsor events that meet 3 of the 4 following criteria:
  - i. Number of room nights generated – greater than 100
  - ii. Average night stay – at least/greater than 2.5
  - iii. Media/PR value – greater than \$25,000
  - iv. Meet at least one of the brand pillars (wellness, arts/culture, culinary, outdoor recreation)

The above mentioned criteria were considered when evaluating all event sponsorships through the marketing sponsorship program. For any events that took place in the region in a prior year, we were able to evaluate past results to help determine lodging and media coverage expectations. For example, the Broken Arrow Skyrace received \$27,500 this year. When considering a sponsorship staff reviewed 2018 results that indicated the event generated approximately 235 visitors contributing to TOT with an average night stay of 2.4 nights. The expectation was that

these numbers would grow due to YOY participation momentum and the addition of becoming an internationally sanctioned event in the World Mountain Running Association World Tour. The addition of the international sanctioning also contributed to higher media coverage including content inclusion to both the World Mountain Running Association database and the American Trail Running Association along with editorial coverage as a Featured Trail Town through the American Trail Running Association website.

For new opportunity events such as the Enduro World Series, staff looked at past event results from other locations and used that as a guideline in making decisions. At past stops of the internationally sanctioned race, the average duration of stay for riders and teams was 5-6 nights and the event was sold out at 600 competitors. The event also showed significant coverage through the EWS channels including 1.26 million online video views per year and 2.7 million page views on enduroworldseries.com per year. Based on this information staff recommended sponsoring the event at an \$80,000 level.

Staff was also cognizant of having a diversified portfolio of events relative to the established brand pillars. A few examples of events in each category were as follows:

- Outdoor Recreation: Spartan World Championships, Broken Arrow Skyrace, Enduro World Series
- Arts & Culture: WinterWonderGrass, Lake Tahoe Dance Festival
- Culinary: Autumn Food & Wine Festival
- Wellness: Wanderlust, No Barriers Summit, Restorative Arts & Yoga

- d. Host 2 group media FAMS one in spring and one in fall – 3-4 journalists each

Domestic: In FY2018-19, we committed to hosting 70 percent of our fams during shoulder seasons to increase brand awareness of lesser known amenities. Our hosted media trips contributed to a 2 percent increase of Southern California coverage, which continues to be a primary market to the region. In partnership with North Lake Tahoe, The Abbi Agency completed a total of 36 fams with 59 total media participating. This includes 11 fully-hosted domestic media fams, 10 international fams, partnerships with Visit California, digital influencer FAMS and event media. Compared to the year prior, we hosted less fams, but generated a much higher number of placements (99) and impressions (174,224,805). This means, we were more selective and focused on quality media from target outlets, rather than providing hosted experiences to everyone. Our overall FAM execution generated a higher ROI than past years.

Two group international media FAMs were hosted this year. In November, we hosted 17 journalists after the Travel Nevada Global Tourism Summit.

The journalists came from multiple countries including, China, India, New Zealand, Latin America, France, Canada, Australia, and Germany. Our second group media FAM was hosted in partnership with Visit California in early June, immediately following International Pow Wow, the largest US based travel convention. During this FAM, we hosted journalists from South Korea, Ireland, China, Canada, Germany, and Hong Kong. During these two FAMs, 15 of our local partners were included and showcased.

- e. Increase website visitation and social media followers from the Bay Area/Sacramento by 5%

Combined website visitation from the Bay Area DMA and Sacramento DMA increased by 7.5% in 2018/19. The two markets combined produced 273,274 website visits in 2018/19 versus 255,030 in 2017/18. The two main social media channels that North Lake Tahoe engages in are Facebook and Instagram. In the 2017/18 fiscal year, the two channels combined had 15,083 followers from the Bay Area and Sacramento. At the end of the 2018/19 fiscal, the two channels combined had 16,354 followers from the Bay Area and Sacramento, resulting in an 8.4% increase overall.

- f. Host at least 2 travel trade FAMs per year with targeted markets referenced in the Tourism Development plan in the fall and spring  
NLTRA/NLTMC hosted 14 travel trade FAMs throughout the year. In the fall, we hosted both the UK SuperFAM in October and the Virgin Holidays FAM in November. In the spring, we were able to host IPW Post FAM, China IPW Post FAM, Mailpound Travel Agent FAM and our annual Australia FAM.

### 3. Increase mid-week visitation

- a. Obtain at least 1 article in a Tier 1 Publication – (ex. Conde Nast, Outside, Travel & Leisure, Forbes Travel)

In FY18-19, our top five placements, in terms of reach, included three Forbes and two USA Today stories.

- Forbes: [What to pack for a yoga festival](#); Reach: 36901289
- Forbes ['Summerhouse' Is A Tahoe Luxury Properties Top-Tier Vacation Rental In Any Season](#); Reach: 34304784
- Forbes [Why you should follow us to Reno and Lake Tahoe](#); Reach: 32771518
- USA Today [9 places you must eat and drink in North Lake Tahoe](#); Reach: 26527292
- USA Today [News from around our 50 states](#); Reach: 25550930

- b. Increase ad equivalency of media placement in targeted International markets by 7%  
In 2018/19 we began to track ad equivalency of media placements in international markets. In 2018/19, we saw a reach of 311,845,679 and an Ad Value of \$2,884,655. We will have year-over-year comparison beginning in 2019/20.
  - c. Increase groups arriving Mon-Fri, not utilizing a Friday or Saturday stay over FY17/18  
Sales efforts of NLTRA/NLTMC contributed to a 56% increase in the number of mid-week room nights, growing from 6,081 in 2017/18 to 9,469 in 2018/19
  - d. Increase website visitation and time on site from flight markets by 5%  
In 2018/19 there were 372,094 total visitors to the website from all markets. When compared to the same time frame in the prior year (353,801 visitors), visitation increased by 5%. In addition, the time on site conversions increased from prior year. In 2017/18 the site received 109,407 time on site conversions, meaning the visitor was on the site for 115 seconds or more. In 2018/19 the site received 129,176 time on site conversions, providing an increase of 15%. Flight markets specifically declined 13%, partially due to the fact that we pulled out of the Austin market when those flights were cancelled.
4. Increase length of stay and visitor spending year-round
- a. Conduct 15 leisure sales site inspections/sales missions  
The leisure sales team attended eight sales missions, including the Mexico Sales Mission, Canada Sales Mission, Go West, IPW, SkiTops, MTS, NAJ East, The California Cup. In addition, 11 site visits were conducted with Expedia, Thomas Cook India, Bonotel, HotelBeds, Meeting Point International, Best Day Travel, Mundo Ski, Sportvac Vacations, Flight Centre, Virgin Holidays and Ski USA/Ski Brazil.
  - b. Increase product placement with receptive operators and brochure placement with international and domestic tour operators by 5%  
NLTRA/NLTMC now tracks hotel product in international countries rather than brochure placements. We continue to participate in brochure placements as a form of marketing, but brochures are becoming a dated tool as more companies move digital. As of 17/18, we began tracking how many tour operators were working with North Lake Tahoe hotels to get a better understanding of our growth
    - i. Australia: 26% increase in hotel product across 16 tour operator retailers.

- ii. UK/Ireland: 28% increase in hotel product across 54 tour operator retailers
  - iii. Receptive operator channels continue to grow. Our largest receptive tour operator channels are HotelBeds and Bonotel. Our greatest growth this year with a receptive tour operator was with Meeting Point International, which is a receptive operator primarily selling to the German market. We went from zero hotels listed with this receptive tour operator to two hotels being sold with direct contracts.
  - iv. Canada is our new office so year over year data is not available, but North Lake Tahoe hotel product is featured in 8 tour operator retailers.
- c. Increase international spend in North Lake Tahoe (tracking by Visa Vue data) by 2%
- As tracked by Visa Vue, the international spend in North Lake Tahoe has grown 11% from 2017. This is an annual document and the data reflects a calendar year, not a fiscal year
- d. Host at least two digital influencer FAMs that align with long haul destinations
- NLTRA/NLTMC hosted (5) different international digital influencers this year. These influencers were identified, supported and additionally funded by both Visit California and Travel Nevada. They included:
- i. A Lady in London, UK
  - ii. Carlos Lang, Mexico
  - iii. Fer Altuzar, Mexico
  - iv. Latitude Blog, Mexico
  - v. Mrs Around the World, UK
- Additional domestic digital influencers from long haul markets were hosted throughout the year, including Lisa Bao (Denver, 53.6k followers) who focused on scenic fall colors among other offerings and Laura Gimbert (LA, 81.1k followers) whose focus is wellness and families.
- e. Obtain at least 1 media placement in a Tier 1 Publication – (ex. Conde Nast, Outside, Travel & Leisure, Forbes Travel)
- In FY18-19, our top five placements, in terms of reach, included three Forbes and two USA Today stories (noted in 3.a above).
- Forbes: [What to pack for a yoga festival](#); Reach: 36901289
  - Forbes ['Summerhouse' Is A Tahoe Luxury Properties Top-Tier Vacation Rental In Any Season](#); Reach: 34304784

- [Forbes Why you should follow us to Reno and Lake Tahoe](#); Reach: 32771518
- [USA Today 9 places you must eat and drink in North Lake Tahoe](#); Reach: 26527292
- [USA Today News from around our 50 states](#); Reach: 25550930

5. Create opportunities for new market entry that aligns with direct lift into Reno/Tahoe Airport and Sacramento Airport

- a. Host at least two media FAMs per year from new markets, each one aligning to a specific season

[Southern California and New York were the top two markets targeted in 2018/19 aligning with direct lift to the Reno/Tahoe Airport. We hosted FAMS for contributors to national publications \(i.e. Forbes / USA Today\) that reached both of these markets.](#)

[Among our hosted FAMS, we welcomed Sheri Baer of Punch Magazine, which is a niche luxury publication. Her Spring story spoke to our high net worth traveler and engaged the Southern California audience.](#)

[David Dickstein was a hosted FAM who reached the Southern California audience, in addition to our drive market, with syndicated pieces that talked about short hikes, delicious dining, the history of Thunderbird Lodge plus other locales, and shared why Spring is a favorable time to visit the region.](#)

[We hosted Tina Lassen from Endless Vacation, which is the official Travel Publication of RCI, based in NYC. Her story focused on hiking in North Lake Tahoe.](#)

- b. Obtain at least one media placement in publication that is targeted to emerging markets identified in the Tourism Development Plan

[Media placements in publications identified as emerging markets included:](#)

- i. NYC:

1. [The Best Places in America for a Last-Minute Memorial Day Weekend Getaway](#) - Spring 2018

- ii. Texas:

1. [Houston Chronicle](#) - Feb 2018 / Winter
2. [San Antonio Express](#) - Feb 2018 / Winter

- iii. San Diego:

1. [Coronado Times](#) - August 2018 / Summer
2. [NBC San Diego](#) - November 2018 / Fall
3. [SD union tribune](#) - November 2018/ Fall



- c. Have presence at one event in a direct flight market  
We were not able to attend an event in a direct flight market in 2018/19. Conversations began with Wanderlust to change our booth space (part of our contract of sponsorship) to space at the Brooklyn and/or Southern California events. Wanderlust was open to discussion but an agreement was not reached in time to execute this year. Staff feels it would be most beneficial to incorporate presence at these out of market events in the 2020 contract to ensure we are receiving the most for our sponsorship dollars, and will work to achieve that.  
Although not a direct flight market, NLTRA did have a presence at four Pops in the Park events in Sacramento in June 2019 to promote the region as a whole with an emphasis on summer music offerings.

6. Increase the number of conference leads and bookings

- a. Increase total bookings over FY 17/18  
Although the total number of bookings decreased by 17% (92 in 2017/18 to 76 in 2018/19), room revenue increased by 35% (\$2,970,363 in 2017/18 to \$4,020,845 in 2018/19) and the number of room nights increased by 8% (17,571 in 2017/18 to 19,009 in 2018/19)
- b. Increase room nights generated through leads over FY 17/18  
The total room nights generated by leads increased by 10% from 100,977 to 110,878
- c. Increase leads in markets identified in the Tourism Development plan by 10%  
Leads from Illinois, Washington D.C., Georgia, Oregon, Washington, Texas and Arizona increased by 29% from 83 leads in 2017/18 to 107 leads in 2018/19
- d. Create a destination video specific to meetings industry – video will be shared via paid advertising, at trade shows, in one on one appointments by sales staff, social media and on GoTahoeNorth.com. Views and shares will be tracked  
A new Meet in Tahoe video was created for our Meetings, Conference and Conventions landing page. The destination video will be created in 2019/20 following the completion of the general NLTRA/NLTMC destination video. That general destination video will be cut and edited for conference use.
- e. Attend at least 2 trade shows or events in emerging markets  
Attended (5) trade shows in emerging markets
  - i. Connect Georgia
  - ii. Connect Chicago

- iii. Luxury Meetings Summit in Dallas, Los Angeles and Phoenix
- f. Book one major industry event in Eastern Placer County, North Lake Tahoe (CalSAE ELEVATE, Connect CA, etc.)  
NLTRA/NLTMC booked Mountain Travel Symposium (MTS) in North Lake Tahoe for March 28 - April 4, 2020. The program brings over 600 professionals to the area and is the single largest and longest-running annual gathering of mountain travel professionals in the world. Representatives from over 35 countries will come to the region to establish relationships, build their business, and create a stronger mountain travel business community.

7. Increase stakeholder communication and partnership opportunities

- a. Create at least 4 opportunities where industry stakeholders can participate in a program they could otherwise not do on their own (for example IPW trade show, media missions, research opportunities, state programs)

Partner opportunities provided in 2018/19 included:

- i. International Pow Wow: NLTRA/NLTMC offers our hotel partners the opportunity to join them at the largest US based trade show for the travel industry. To attend this show independently would cost roughly \$11-\$15,000, but to attend with NLTRA/NLTMC it is roughly \$2,500. This year we had two lodging partners participate, the Hyatt Regency and Tahoe Mountain Lodging. Leads go out to all lodging and activity providers in the region after the conference.
- ii. Vancouver Sales Mission: NLTRA/NLTMC's first international sales mission. We took the lead on planning and executing the event and sales calls. Our partners were only asked to contribute \$250 toward the event. We had five North Lake Tahoe lodging partners join us. This event resulted in training of 60 agents as well as trainings at the Travel Masters and Air Canada offices.
- iii. CalSAE Seasonal Spectacular in Sacramento: NLTRA/NLTMC shared a booth with The Hyatt, The Resort at Squaw Creek and The Village at Squaw Valley. Roughly seventy-five meetings were conducted and four qualified leads were generated. In addition, NLTRA/NLTMC and our partners came together to host a customer dinner the night prior.
- iv. Giant's Game: NLTRA/NLTMC teamed up with The Resort at Squaw Creek and The Village at Squaw Valley to host fifteen corporate/association meeting and event planners in the Bay Area.
- v. Expedia Campaigns: Each partner participated at a lower cost to enhance the overall advertising spend. These were programs that cost \$15-30,000 individually and would not be affordable to our partners without NLTRA/NLTMC support and coordination.

- vi. Ski.Com Newsletters: Four local lodging partners joined NLTRA/NLTMC in this effort to push out winter specific information and lodging deals to over 18,000 reservation agents selling winter business through ski.com.
  
- b. Create and distribute monthly email and/or newsletter that highlights research insights, group bookings, social media metrics, travel trade insights and other pertinent information to interested parties  
The Member to Member email was reimaged this year to convey more relevant and useful information to stakeholders. The monthly email now incorporates sections including News & Business Resources, Tourism Insights, Out & About with NLTRA, Community News and Visitor Resources. Additionally, the conference sales department created and distributed a quarterly newsletter with updates on group activities and other area information to our list of over four hundred contacts that was distributed at the beginning of each quarter. The newsletter had an average open rate of 35%.
  
- c. Host monthly partner calls during winter months to align communication efforts and strategies  
Partner calls were conducted early in the winter season to align major resorts and lodging partners on winter messaging. It was determined the business community would be best served by partner communication and collaboration at the actual time of any crisis or snow and/or road condition requiring messaging.  
NLTRA/NLTMC participated in the January NLT/Truckee Winter & Emergency Messaging meeting to devise a plan to communicate to regional businesses and visitors during large snow storms where roadways were being significantly impacted. NLTRA/Chamber fulfilled commitments following that meeting by distributing CalTrans, CHP, or other pertinent messaging through Chamber channels in a timely manner.
  
- d. Implement partnership funding program to increase exposure for local events  
The 2018/19 partnership funding program was fully implemented and was successful. Sponsorships were awarded in December for the 2019 calendar year, and funded 12 events for a total of \$53,000. All funding was required to be spent on marketing the event, with an emphasis on driving overnight lodging. There were a few new components this year. One was that NLTRA staff reached out directly to regional lodging partners to facilitate partnerships and had success in those efforts. For

instance, Snowfest! worked with 7 lodging partners this year which had not been done for a number of years. Another new component this year was the creation of a toolkit for event producers. The toolkit was created to get helpful information to producers and to provide them with easily accessible content and information on the region to be included in their marketing and public relations outreach. Items included in the toolkit were the newly updated Event Resource Guide, regional information including sample social media posts, photos and links to video content, seasonal talking points, regional media contacts, event recap requirements and post event survey questions.

- e. Distribute international market information such as: market profiles, trends and state opportunities to industry members  
Following each international sales mission, market data was provided to the North Lake Tahoe sales community along with new contact lists. NLTRA/NLTMC attends two educational forums through our state partnerships, the Travel NV Governor's Global Tourism Summit and the Visit California Outlook Forum, which provide updates on international markets. This information is then communicated to our stakeholders.
8. Create ongoing measurement plan evaluating ad effectiveness, visitor profiles, lodging occupancy data, target market and visitation.
    - a. Implement advertising effectiveness and ROI study  
NLTRA./NLTMC contracted with Strategic Marketing and Research Insights (SMARI) to conduct an advertising effectiveness and ROI study for 2018/19. Results indicated the effectiveness and ROI of our advertising investment far exceeded industry norms.
    - b. Create surveys to distribute during 4 events throughout the year – targeting each season  
A survey has been created and devices have been acquired to perform the surveys. Surveys will begin with the early 2019/20 events.
    - c. Continue using Destimetrics to forecast lodging occupancy data  
NLTRA/NLTMC receives daily and monthly reporting on lodging business occupancy, with multi-destination comparative sets. Currently, ten hotel partners participate in reporting of monthly occupancy and five hotels participate in daily occupancy reporting. Each month, NLTRA/NLTMC reviews the reporting with the Destimetrics team to evaluate trends, lodging forecasts and competitive set comparisons to assist in making informed marketing decisions. Occupancy information is shared with stakeholders. Efforts are underway to achieve higher lodging partner participation, and to refine channels for sharing the information.
    - d. Utilize Visa Vue data to inform target market priorities  
Visa Vue data helps to inform on international and domestic market

trends throughout the year. Data is available for peak and non-peak periods, as well as visitor spending once they are in the region. This data helped to inform us that Canada was our largest international market. As a result we launched in-market representation in Canada during 2018/19. Germany was in the top five international markets with increased visitation in all quarters, including our region's need periods. As a result of this data, we are launching representation in Germany for 2019/20.

### **Reporting Documents and Other Items**

- Delivery of semi-annual and annual report showcasing plan implementation and results

The semi-annual report outlining results at that time was submitted, and the annual report is presented here.

- Seasonal campaign re-caps will be provided noting any new or changed items based on ongoing performance evaluation by agencies and staff or opportunities approved by the Board of Directors, Tourism Development Committee and Marketing Coop Committee.

Regular seasonal campaign recaps have been provided to the Board of Directors, Tourism Development Committee and Marketing Coop Committee, and are included in documentation uploaded to the County.

- Complete an evaluation of the Conference department in Q1 to better understand shifts in technologies relating to reduced commissions and direct leads to best serve our lodging businesses

The conference sales team completed a DMO comparison study that was provided to leadership internally and to the Board of Directors. The study included DMO information from Monterey, Sonoma, Napa, Park City, Santa Cruz, Mammoth Lakes and South Lake Tahoe. Out of this research came three large shifts in the conference sales department:

- Ending hotel commissions
- Ending conference membership dues program
- Removing South Lake Tahoe hotels from our sales channels

Changes in Conference business will continue to be evaluated to align our efforts to best serve our region's lodging partners.

Annual Performance indicators can be amended with Placer County approval based on:

- Travel/Tourism industry best practices
- Prior year research results
- Consumer Marketing best practices
- Shifts when metrics are not achieved or as warranted based on market and/or product changes

### **Task #4. VISITOR INFORMATION SERVICES**

GOAL: Provide comprehensive information to visitors to eastern Placer County, as part of the North Lake Tahoe region, to enhance the visitor experience, reduce visitor impacts, encourage longer stays, return visitation, and increased economic activity.

Tasks:

1. Provide 364 days of operation at the Tahoe City Visitors Center.
2. Resume operations of the summer-season Visitor Center at Kings Beach State Recreation Area.
3. Assist in development, content and distribution of the bi-annual North Lake Tahoe Official Visitor Guide.
4. Educate eastern Placer County lodging properties about the services and benefits provided by Placer County through the contract with NLTRA.
5. Regularly distribute information concerning events, training and business opportunities to lodging operators and local businesses.
6. Survey guests of the Visitor Center to better understand visitor demographics and travel patterns.
7. Increase net revenue for Visitor Center.
8. Ensure proper signage and décor is in place to entice visitation at the Visitors Center

Performance Indicators:

1. Provide 364 days of operation (closed Christmas Day) at the Tahoe City Visitors Center.
  - a. Develop three programs to increase visitors served in visitor information centers over FY 2017-2018  
The Chamber was open 363 days during 2018/19. It was necessary to close one unplanned day due to excessive snow. Visitors served in 2018/19 of 62,496 decreased 1% from 2017/18. Although, visitors requesting information via email increased 6.9% over 2017/18 and all emails are responded to within 24-hours.  
Three programs utilized in an effort to increase visitors served included a Squaw Dogs event at the center during Snowfest, an Artist Collaborative event at the center, and the addition of outdoor signage and flags.
2. Resume operations of the summer-season (June 21 – September 10) Visitor Center at Kings Beach State Recreation Area.
  - a. Increase days of operations at Kings Beach State Recreation Area summer season (June 21 – September 10) to seven days per week  
Visitor services at Kings Beach were provided seven days per week
3. Assist in development, content and distribution of the bi-annual North Lake Tahoe Official Visitor Guide.
  - a. Increase distribution of Visitors Guide by including in various gift bags and at events; kiosks within regional airports  
NLTRA assisted in the development of content for the Visitors Guide. Guides were distributed in gift bags throughout the year, including at Hot

August Nights, and distributed at the Placer County booth in the California State Fair. Additionally, guides were made available in an outside display rack at the Visitors Center. Guides were available in the Reno-Tahoe airport.

- b. Maintain information kiosk in the RSCVA (downtown Reno) and determine costs for adding a kiosk in the Reno-Tahoe International Airport and Sacramento International Airport.  
Visitors Guides are available at the RSCVA kiosk in downtown Reno. After a cost evaluation, it was determined guides should be made available in the Reno-Tahoe airport, but not in the Sacramento airport.
4. Educate eastern Placer County lodging properties about the services and benefits provided by Placer County through the contract with NLTRA.
  - a. Develop bi-annual training programs in the Visitors Center.  
The Visitor Center welcomed front-line and concierge staff for a free 1-hour training to learn about the range of resources offered through the Visitor Center; marketing tools to promote the North Tahoe destination, and What's New information in the form of talking points and seasonal press releases. The interactive training included guest presenter, Jaime Wright, who serves as Executive Director for the Truckee North Tahoe Transportation Management Association. Jaime provided updates and resources to encourage public transit during peak season months. Educational videos were also shown from the online video series housed on GoTahoeNorth.com and funded by Placer County in 2017/18.
  - b. Update, change, publish and distribute Neighborhood Maps in eastern Placer County, as part of the North Lake Tahoe region  
Neighborhood maps continue to be distributed throughout the region. Maps will be updated when the current supply is reduced.
5. Regularly distribute information concerning events, training and business opportunities to lodging operators and local businesses.  
Communications about events, trainings and business news are sent to over 1,500 local business contacts via email. The Visitor Center staff also utilizes real-time information to assist with local requests and visitor inquiries.  
Event calendars on GoTahoeNorth.com and NLTRA.org are regularly referenced by Visitor Center staff to help direct locals and visitors alike. A community bulletin board within the center is also utilized by local businesses to promote events.  
Seasonally, the Visitor Center produces informational one-sheets on itinerary recommendations for guests. These are themed by activity and reflect the branding of the new NLTRA.org website.

The Visitor Center also integrated the Tahoe Treasures campaign by downloading and printing the guide as a resource for guests.

- a. Develop updated training videos for front line hospitality staff  
Training videos have not been completed and are scheduled for completion in 2019/20
  - b. Provide a final report on hospitality training which includes number of staff who have completed the training and their feedback on content.  
The training was offered 13 times in 2018/19 (nine training dates/times in winter; four training dates/times in spring). In total, 23 people attended the series, and each received a certificate of completion.  
Staff also requested participant feedback on training content immediately following each session. All comments were positive.
6. Survey guests of the Visitor Center to better understand visitor demographics and travel patterns.
- a. Develop a customer service survey for guests of the Visitor Centers to evaluate service quality, offerings, and methods for information distribution.  
A formal visitor survey was implemented in August 2018 to capture additional visitor data and better understand visitor demographics. A total of 267 surveys were conducted in 2018/19.
  - b. Complete report on customer survey results; prepare recommendations.  
A total of 267 surveys were conducted in 2018/19. Findings include:

Geography: Where are you visiting from?

- 43% of respondents were residents of Northern California
- 14% Southern California
- 12% Nevada
- 3% Arizona
- 2% or less: PA, MI, IL, CO, OR, NY, FL, TX, VA, MD, GA, MT, RI, NC, SC, TN, OH, WI, KS, LA, UT, WA

Trip Planning: How did you hear about North Lake Tahoe?

Friends and Family (35%), prior visits (35%), Social Media (3%), Internet (2%) and the rest through traditional sources: Brochures, TV, Travel Agents (> 2% each)

Transportation: How are you getting around North Lake Tahoe?

Most traveled to North Lake Tahoe by car (81%), by air (9%), by rental car (8%), other (2%)

Size Demographics: Who are you traveling with?



The travel party was generally comprised of family/children (42%), spouse/partner (33%), friends (15%), lone travelers (6%) and other, which consisted of traveling with grandparents, pets, tours and business. (4%). The average travel party was 3.8 people.

Lodging Type: What type of accommodations are you staying in?

Most overnight visitors were staying in paid lodging (46%) with 28% in traditional hotels, condos, resorts, inns and 18% in VRBO/AirbNb. Additionally, two important segments of overnight visitors are those staying with family and friends (6%) and vacation homes or timeshares (14%). Survey data shows that locals come into the visitor center (13%) and many were day visitors (13%). The average stay was 4.7 nights.

Reason for Visit: What brought you to North Lake Tahoe?

The primary motivation for visiting Lake Tahoe was for leisure and sightseeing (40%) and outdoor recreation (36%), followed distantly by visiting friends (7%). State parks, events, dining and shopping came in at less than 2% each. 5% of survey takers were residents

What social sites do visitors use to share their experiences

39% use Facebook

29% use Instagram

21% other

6% use Review Websites

3% use Snapchat

2% use Pinterest

How Are We Doing: How satisfied were you with the Visitor Center?

- 96% of visitors were extremely satisfied with the overall guest service at the Visitor Center
- 94% of visitors were extremely satisfied that the information met their needs
- 93%. Of visitors were extremely satisfied with the overall experience at the visitor center

7. Increase net revenue for Visitor Center.

a. Evaluate sales from Mobile VIC Units (Kings Beach; Booth)

It was determined it would not be cost effective to sell merchandise at the King Beach venue. Control of merchandise and funds were also a consideration

b. Evaluate and modify inventory and expand sales strategies to increase revenue

The Visitor Center achieved an 18.84% increase in revenue over 2017/18.

- c. Identify retail training opportunities.  
Retail training opportunities are being evaluated and will be undertaken in 2019/20
- 8. Ensure proper signage and décor is in place to entice visitation at the Visitors Center
  - a. Amplify experiential offerings, signage, swag and beautification of the mobile booth; add POS component to increase off-site sales  
A new booth and more prominent location have improved the Kings Beach presence and increased visitors served. After evaluation, it was determined we would not offer retail merchandise at the Kings Beach location. Other off-site sales opportunities have been minimal. An iPad and Square device have been acquired to enable sales as opportunities present themselves.
  - b. Enhance Visitors Center with larger conference/meeting/event space, appropriately designed retail space and film features to entice customers to stay longer and engage with visitor information.  
Remodeling of the Center was deferred for further study, and to redirect the budgeted funds to outreach and education for a potential TBID