



north lake tahoe

**ANNUAL REPORT
ORGANIZATIONAL PERFORMANCE
REPORT
2020/2021**

Submitted to Placer County

August 14, 2021

ATTACHMENT A – North Lake Tahoe Resort Association Scope of Work for July 1, 2020 - June 30, 2021

The North Lake Tahoe Resort Association (Resort Association) will provide services in accordance with the provisions and requirements specified in the scope of work in order to assist the County in meeting its tourism promotion objectives as identified in the 2015 Tourism Master Plan. Services will include:

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

1. ORGANIZATION MANAGEMENT AND ADMINISTRATION (18% budget)

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 and maintain the 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 the County contract, utilizing written memorandums to clarify contract and reporting requirements.
 - NLTRA staff has complied with the reporting requirements of the Agreement between Placer County and the Resort Association. NLTRA and County staff work diligently to remain in communication and utilize written memorandums, often in the form of emails, Zoom calls and postings to a shared drive, to clarify and comply with contract requirements.
2. Continue evaluation and modification of NLTRA's service delivery methods to ensure cost effectiveness.
 - a. Deliver successful implementation of organizational goals and achievement of performance indicators in the most cost-effective manner.

- Better staff alignment against strategic objectives and assignments has resulted in elevated results in the overall organization's performance goals.
- 3. Adapt NLTRA's procedures to meet Placer County's Performance-Based Contracting specifications.
 - a. Implementation of revisions to NLTRA's procedures to meet Placer County Performance Standards (multi-year project).
 - NLTRA has complied with the performance based revisions set forth by Placer County.
- 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.
 - Adoption and full compliance with the Supplemental Operating Procedures and Policies are in place and fully activated.

2. SUPPORT FOR TOURISM MASTER PLAN IMPLEMENTATION (4% Budget)

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. Co-chair, with Placer County, the Capital Projects Advisory Committee (CAP Committee), ensuring business community awareness of process and programs.
 - a. Grow business community participation in CAP committee meetings and processes.
 - NLTRA has fully participated as co-chair of the CAP committee and through its channels has worked to increase business community awareness and participation in the committee and its processes.
 - b. Achieve general business community awareness for CAP Committee review and recommendations to the Board of Supervisors.
 - NLTRA has continued to elevate community awareness of all CAP committee progress through Board and business community communication.

2. Actively participate in the Housing Trust Fund project development and implementation for employee housing solutions in Eastern Placer County.
 - a. Engage the local business community in development of employee housing solutions for the benefit of the tourism industry.
 - NLTRA has been focused on completing the Tourism Business Improvement District (TBID) initiative in this fiscal year. The prioritization of COVID-19 response efforts caused the petition drive to be paused through September. The TBID signature process re-started in September and the TBID petition requirement was met in December. The Placer County Board of Supervisors approved the TBID formation and assessment collection began July 1, 2021. The TBID will free up NLTRA TOT funds to be directed for workforce housing initiatives and the NLTRA has already begun the preliminary steps in forming an ad-hoc committee and the formation of a TOT Committee that will advise in the use of these funds.
3. Coordinate with Placer County, special districts, and business communities 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.
 - NLTRA worked with business and governmental leaders to achieve acceptance of the proposed TBID for funding TMP priorities. The TBID was approved and assessments began July 1, 2021. In addition, preliminary discussions on updating the TMP have begun with NLTRA officials.
 - b. Develop outreach and education for business community support for funding of Tourism Master Plan priorities.
 - NLTRA continued to create and drive communication of TMP priorities throughout the business community with regular newsletter communications, social media and website updates, and presentations as part of the TBID education process.
4. Proposed additional funding strategy for NLTRA Board of Directors and Placer County Board of Supervisors review and approval by January 2021.
 - The TBID funding strategy and structure was proposed and approved by NLTRA Board of Directors and the final TBID Management District Plan was approved by the Placer County Board of Supervisors in March of 2021. The Covid-19 pandemic required a pause in the petition process of the TBID formation, which delayed the approval.

3. TOURISM DEVELOPMENT PROGRAMS (69% Budget)

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 travel 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/Southern California
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 as post-Covid 19 conditions allow
7. Increase stakeholder communication and partnership opportunities
8. Create an ongoing measurement plan evaluating ad effectiveness, visitor profiles, lodging occupancy data, target market development and visitation.

Performance Indicators/Results Tracking:

1. Position North Lake Tahoe as a year-round/four season destination
 - Create two evergreen content articles per season that align with pillars identified in the Tourism Development Plan
 - During this fiscal year it has been difficult to create truly evergreen pieces of content as our main focus was on education in relation to COVID travel impacts on the region. However, we have published three (3) Know Before You Go guides which are “evergreen” for the pandemic with emphasis on safe and responsible travel - a summer/fall version, a winter version and a Meetings, Conventions and Conference Sales (MCC) version. We also created and distributed the Takeout Tahoe guide which has been relevant for the COVID-19 pandemic and can be modified for use after.
 - Create quarterly newsletter showcasing year-round activities
 - NLT has sent out the following newsletters this fiscal year:
 - 7/2: Have a Safe and Happy Independence Day
 - 8/28: Peace and Tranquility in NLT
 - 10/29: Explore Tahoe Flavors - Then Get Ready for Winter
 - 11/24: Holiday Preparations Underway in NLT
 - 12/11: Curious About Winter Travel to NLT? Here's What You Need to Know
 - 1/14: California Stay-at-Home Orders Lifted
 - 2/21: Snow has Touched Down in NLT
 - 4/13: Get Ready to Taste, Touch and Explore NLT this Spring

- 4/22: Tahoe Earth Day: Honoring and Protecting our Mountain Paradise
 - 6/18: Get Ready for Summer in NLT
 - 6/24: Sunny Summer Days Have Arrived in NLT
- Publish 2 blog posts per month to align with key themes and pillars
 - NLT has published the following blogs this fiscal year:
 - 7/2: Getting Back to Nature in NLT - Safely
 - 8/5: Mask UP Tahoe
 - 8/27: Peace and Tranquility in NLT
 - 9/11: Public Lands Operations Update due to Closures
 - 9/24: Preparing for the 20/21 Winter Ski Season
 - 10/27: Takeout Tahoe: Exploring Inspiring Spots to Dine on the Go in NLT
 - 11/18: NLT Prepares for Winter with Healthy Safeguards and Safe Ski Operations
 - 11/23: Shop Local & Win! Support NLT's Shopping Scene this Holiday Season
 - 12/10: Planning a Visit to NLT this Winter? Here's What You Need to Know
 - 1/6: Dashing Through the Snow: Your Guide to Getting Around NLT this Winter
 - 2/17: Winter Sports are for Everyone: Tips for Beginners
 - 3/8: Women of Winter: Interview with Kari Brandt
 - 3/15: Women of Winter: Interview with Michelle Parker
 - 3/26: Women of Winter: Interview with Deirdra Walsh
 - 4/8: Explore the Mouthwatering World of NLT
 - 4/21: Protect NLT: How You Can Take Action
 - 6/7: Sustainability Superstar: Sherry McConkey
 - 6/9: NLT on Two Wheels - Taking Tahoe by Bicycle
 - 6/16: Sustainability Superstar: Amy Berry
 - 6/22: Tahoe Voluntourism: How You Tap into NLT's Sustainability Ethos
 - 6/24: Meet TART Connect: The Sustainable and Convenient Way to Explore NLT
 - 6/30: Taking a Tour of NLT's Traveler Responsibility Pledge
- Utilize sponsored event partnerships to extend reach of destination messaging
 - One of the unique events NLTRA has sponsored this fiscal year is the virtual Lake Tahoe Dance Festival. The event featured past performances from the festival along with new interviews utilizing Lake Tahoe as the backdrop. The virtual event was featured in 53 publications/sites/podcasts based around the world including in Los Angeles, San Francisco, New York and Paris. The festival website had over 6,000 website pageviews, 33,000 views of the virtual programs, and 79% of website visitors were new to the site.

- NLTRA's sponsorship dollars allowed the festival to take place and provided means to advertise the event.
- Utilize a sales kit for tour operator and travel agent use
 - Complete - The team has developed informational newsletters for tour operators and travel agents that include current sales kit information: Know Before You Go Guides (summer and winter editions) and COVID-19 Friendly Activities.
 - Newsletters:
 - Fall - Know Before You Go Update - sent 43% open rate
 - Winter - Tips on Planning Safe Travel - sent 1/29 with a 22% open rate
 - Spring - Travel Responsibility Pledge & New Flights - sent 5/13 with an open rate of 21%
 - Summer - Tourism Updates - sent 6/17 with a 24% open rate
 - Additional newsletters included:
 - Welcome to North Lake Tahoe to all new travel agents sent out October 2020 with an open rate of 43%
 - North Lake Tahoe's Virtual Ski FAM - sent out 4/1 with an open rate of 23%
 - We completed a full audit of the Travel Industry portion of the GTN website, including updating our industry tool-kit
- Develop and execute two trade marketing collaboratives in a tier 1 or tier 2 market
 - Complete - With our primary focus for July - December 2020 being domestic travel, we participated in two (2) travel trade marketing collaboratives:
 - HotelBeds: This was a five month program, subsidized by Visit California, that began in October 2020 and runs through March 2021. Each month targeted domestic travel agent sales in a different region of the U.S.
 - January - June we saw a 37% increase in bookings
 - Average length of stay was 2.5 nights
 - Expedia: The Travel Nevada Crisis Recovery Program was subsidized by Travel Nevada. Titled "Discover Your Nevada", this campaign allowed DMO's to push out relevant marketing and destination information with a 1:1 match from Expedia. This campaign ran November 2020 - January 2021 and below is the ROI:
 - Impressions: 3.05 million
 - Clicks: 3,129
 - Room Nights: 103
 - Gross Bookings: \$22,690.04
 - Expedia's North Lake Tahoe Spring Campaign

- We secured (3) lodging properties that participated in buying into this program: The Village at Squaw Valley, Welk Resorts and Squaw Valley Lodge
 - This campaign ran: April 1 - May 31, 2021
 - Total Ad spend: \$25,000 (shared with NLT/Expedia/Partners)
 - Total room revenue generated to the three (3) participating hotels:\$125,991
 - Total room revenue generated to the region: \$506,770
- 2. Increase visitation during non-peak periods (non-peak periods are typically identified as April through mid-May, late August through mid-December, and most mid-week periods, excluding holidays) targeting the Bay Area and Southern California using events as a key driver.
 - Provide summary of sponsored events with ROI including report on event attendance, media exposure and overnight stays in eastern Placer County.
 - Full report is attached.
 - Events that were completed in the 20.21 FY
 - Events were reduced due to the Covid-19 Pandemic

2020 Lake Tahoe Dance Festival (Virtual)

July 22-24, 2020

Location:	Gatekeepers (Tahoe City)
Event Sponsorship:	\$5,000
Attendance:	6,094 website pageviews (79.2% new visitors)
Out of Town Participants:	Viewers in 49 Countries
Media Exposure:	Regional, National, International
ROI:	Not able to calculate due to being virtual

2020 Tahoe City Explorathon

September 19 - October 18, 2020

Location:	Tahoe City
Funded:	\$5,000
Attendance:	235 Participants
Media Exposure:	Regional
ROI:	Not able to calculate due to being virtual

2021 Homewood Pride Ride

March 26-28, 2021

Location:	Homewood Mountain Resort
Funded:	\$13,000
Attendance:	599 Participants
Media Exposure:	Regional
ROI:	11:1

2021 Annual Tahoe City Solstice Event

June 12-20, 2021

Location: Tahoe City
Funded: \$5,000
Attendance: 2200 Participants
Media Exposure: Local/Regional
ROI: TBD, waiting on survey results

2021 High Sierra Archery

June 12-13, 2021

Location: Homewood Mountain Resort
Funded: \$5,000
Attendance: 668 Participants
Media Exposure: Regional
ROI: TBD, waiting on survey results

- 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/or on a quarterly basis via email.
 - The following emails were sent to the Event Notification distribution list, which includes local districts and public services agencies:
 - 9/21: Included information on the 2021 Partnership Funding cycle
 - 10/9: Included information on Spartan sponsorship and safe travel resources
 - 12/31: Included information on Spartan, WinterWonderGrass, Lake Tahoe Summit Lacrosse, Broken Arrow Skyrace, 2021 Partnership Funding events, small business relief grants and NLTRA TBID
- 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 NLTRA sponsored two (2) events in the first half of the fiscal year, the virtual Lake Tahoe Dance Festival and the Tahoe City Explorathon. The Tourism Development Committee, in conjunction with staff, agreed to sponsor each event at a \$5,000 level. Neither event met 3 out of 4 of the criteria above; however, due to COVID-19 implications, it was agreed upon that event support was still important. The above criteria are still the standard for events

moving forward, however a few exceptions were made in the early stages of the COVID-19 landscape.

- The NLTRA has committed to sponsoring (2) events for this next fiscal year that meet the criteria above. These events are the Spartan North American Championships (September 25-26, 2021) and Broken Arrow Skyrace (October 1-3, 2021). In 2019, the Spartan Race held in NLT proved to have 4934 visitors contributing to TOT and the Broken Arrow Skyrace showed 463 in 2019. Both are significant marquee events for our region in the “Outdoor Recreation” NLTRA Brand Pillar. Both events have International PR/Media Reach.
- Host 2 seasonal media FAMS one in spring and one in fall – 3-4 journalists each
 - Given the sensitivities around safe travel and overtourism, we were selective with hosting journalists and vetted not only the publication and writer, but also the story lines they were covering to ensure Know Before You Go and Traveler Responsibility Pledge content was a key theme. Because Public Relations was brought in-house this fiscal year, we were able to host more journalists without incurring agency hard costs for media coordination and correspondence, implementation and management. We worked with the following publications over the past 12 months to highlight nonstop flights, local businesses, and destination efforts to encourage responsible travel and environmental stewardship:
 - i. CNN Travel -- July: This story focused on how lodging reopened safely and why consumers are continuing to travel over summer months. Alex Mourelatos was quoted in this piece.
 - ii. Forbes -- July: This story focused on short-term rentals and responsible travel in outdoor mountain destinations. Tahoe Luxury Properties was featured.
 - iii. Thrillist & Trivago -- August: This piece talked about road trips, responsible travel and accessing outdoor destinations safely as lodging reopens to leisure travel. The Hyatt Lake Tahoe was featured. A backlink to the Know Before You Go guide was included.
 - iv. Vogue Magazine -- August: This piece highlighted five outdoor recreation businesses, two restaurants and two lodging properties, all based in North Lake Tahoe. The storyline was focused on responsible recreation and described the ways to socially distance outdoors. A backlink to the Know Before You Go guide was included.
 - v. North Lake Tahoe participated in a regional golf media FAM that takes place annually. The FAM resulted in 15 media placements that highlighted safe travel content and the range of outdoor offerings in the Sierra region -- most notably, golf.

- vi. Marie Claire -- September: This piece focused on fall travel and safety information -- resources to track wildfire safety and Know Before You Go content on the GoTahoeNorth website. The article also highlighted 8 local businesses.
 - vii. Travel + Leisure -- October: This lodging specific story highlighted a number of different properties in North Lake Tahoe while speaking directly to safety precautions in place.
 - viii. Conde Nast Traveler -- December: Shortly following the launch of Takeout Tahoe, this *Eat Stay Play* themed article highlighted 13 west shore and north shore based businesses while reiterating the importance of planning ahead.
 - ix. New York Lifestyles Magazine -- March: To highlight the return of nonstop JetBlue flight from JFK to RNO, a writer highlighted spring travel to an affluent New York Audience.
 - x. Houston Style Magazine -- May: To highlight nonstop flight options from Houston to Reno and the launch of Lake Tahoe's Traveler Responsibility Pledge, a writer highlighted spring travel opportunities and itinerary recommendations to an affluent Texas audience.
 - xi. TravelAge West & Forbes Travel -- May: This freelance writer stayed in Squaw Valley to explore the mountain in early summer and provide activity and lodging recommendations to readers, aligning with destination goals of moving travelers around the region in peak periods.
 - xii. North Lake Tahoe hosted two influencers in June to support the launch of the Traveler Responsibility Pledge. The influencers took to their social media pages to highlight pledge tenets and support environmental stewardship efforts.
- Increase website visitation and social media followers from the Bay Area/Southern California by 5%

Our consumer and trade marketing was paused for most of this reporting period due to Covid-19 and visitation impacts to our area. The results of our website traffic were quite positive considering the limited consumer market outreach.

 - i. Website Visitation - YOY for July 1, 2020 - June 30, 2021
 - 1. Bay Area: 34.78% increase
 - 2. Los Angeles: 10.36% increase
 - 3. San Diego: 9.79% decrease
 - ii. Social Media Followers - YOY for July 1, 2020 - June 30, 2021
 - 1. San Francisco:
 - a. Facebook: 19% decrease
 - b. IG: 56% decrease
 - 2. Los Angeles:
 - a. Facebook: 21% decrease
 - b. IG: 51% decrease
 - 3. San Diego:

- a. Facebook: 28% decrease
 - b. IG: 43% decrease
- 4. Notes:
 - a. We attribute these decreases to a number of factors:
 - i. Limited paid advertising which increases destination awareness
 - ii. Limited campaigns or social media contests to drive acquisition
 - iii. Over the summer months of 2020 we had some negative feedback and lost social media followers when safety and responsible travel posts were interpreted as political (example: Mask Up Tahoe)
 - b. Overall we had an increase in followers but we did see more followers this year lost than most years, likely due to the political nature of the last year. Overall it looks like we decreased followers from some of our drive markets but increased in other cities that aren't in our top 10.
- Host at least 2 travel trade FAMs per year with targeted markets referenced in the Tourism Development plan in the fall and spring
 - i. Complete - Due to COVID-19 travel restrictions, hosting in-person familiarization tours has not been possible. We were able to complete the 3 virtual fam opportunities listed below:
 - 1. Visit California Virtual Mexico Ski FAM on March 17th with 7 key tour operators. [Link to Virtual Ski FAM video.](#)
 - 2. Visit California Virtual AAA FAM called Adventurefest on May 24th in conjunction with our partners at the Tahoe Via Ferrata. There were roughly fifty travel agents in attendance.
 - 3. Travel Nevada Virtual Mexico FAM showcasing the East Shore Trail on June 23rd with nineteen tour operators.
- 3. Increase mid-week visitation
 - Obtain at least 1 article in a Tier 1 Publication – (ex. Conde Nast, Outside, Travel & Leisure, Forbes Travel)
 - i. While we continued to highlight the benefits of mid-week/shoulder season travel, our key focus remained on destination stewardship and Know Before You Go content. The region saw an uptick of visitation throughout the pandemic and therefore instead of seasonally crafted pitches, we ensured the COVID-19 travel page was a key component of any story, and campaigns to support our business community like Takeout Tahoe and Shop Local were prominent. We also focused efforts on the ski season -- how safety protocols were implemented. What's New information from partners and why outdoor recreation continues to trend high in travel. Placements included:

1. Ahead of the July 4th weekend, we worked closely with regional DMO partners in South Lake Tahoe and Truckee to issue a joint release discussing safe travel. We coincided the release with video messaging for media and consumer channels. The release was picked up locally and in regional news publications (broadcast + print).
 2. Los Angeles Times: two (2) fall travel stories featured North Lake Tahoe -- the first on Oct. 16 about secret season travel and the second on Oct. 28 about viewing fall colors.
 3. Conde Nast Traveler: North Lake Tahoe led a roundup piece about how to spend Christmas vacation with ideas that ranged from mountainside to lakeside and plugged midweek offerings.
 4. KRON 4 (Bay Area) and KFBK (Sacramento) also highlighted real-time travel information as restrictions changed. Interviews with North Lake Tahoe business leaders and destination CEO's were facilitated to ensure accurate coverage and resources pertaining to Know Before You Go content. The GoTahoeNorth website was mentioned in both pieces.
 5. Business Insider: *How California Ski Towns Will Welcome Back Visitors* shared information on how resorts reopened for the winter and included tips for safely accessing mountain destinations -- inclusive of promoting midweek visitation.
 6. Wall Street Journal: *5 Outdoor Adventure Vacations Inspired by the Tokyo Olympics* focused on activity recommendations that span all four seasons.
- Obtain at least 1 article in an International Publication
 - i. North Lake Tahoe worked with Gate 7 in Australia from January - June, 2021 to continue travel momentum with the Australian audience. The work resulted in placements about the Treasures of Tahoe and s'mores highlights from the region. The agency reported 225,442 impressions from placements in Ticker, Travel Daily, Eat drink and be Kerry, and So Where Next.
 - Target groups staying Sunday through Thursday as post COVID-19 conditions allow
 - i. Complete and on-going - The conference sales team has been prospecting group business that has actualized, canceled or turned lost business the last three years that had been a Sunday through Thursday stay. As always, our goal was to increase mid-week visitation, but in the face of COVID-19, we actively pursued all MCC business opportunities.
 - ii. In addition, our new MCC Incentive Program specifically required groups to come mid-week, during non-peak times to qualify.
 - Increase website visitation and time on site from flight markets by 5%

- i. Dallas/Ft. Worth Metro
 - 1. Website visitation increased by 259.41%
 - 2. Time on Site decreased by 3%
 - ii. Houston Metro
 - 1. Website visitation increased by 345%
 - 2. Time on Site decreased by 47%
 - iii. New York Metro
 - 1. Website visitation decreased by 74%
 - 2. Time on Site increased by 132%
 - iv. Overall, the website saw a 16% increase in users YOY, a 20% increase in sessions YOY, a 23% increase in pageviews, and a 28% increase in time on site conversions (at least 115 seconds on site). The average session duration increased 4% YOY. After the homepage, the most popular page was the COVID-19 Destination Statement which had over 142,000 pageviews and an average of 2 minutes and 57 seconds time on page which is almost double the site average. The Know Before You Go Safe Travel Page also saw high visitation with over 32,000 pageviews. This shows that visitors were looking for up-to-date information on COVID-19 impacts.
- 4. Increase length of stay and visitor spending year-round
 - o Conduct 15 leisure sales site inspections/sales missions
 - i. Complete - Due to COVID-19, our capacity to host in person site visits was limited. We were able to complete (5) in person site inspections January - June 2021 with: Getaroom.com, Expedia, Booking.com, SkiTops, and HotelBeds.
 - ii. In addition, we attended (5) virtual sales missions July - December 2020 and another (5) from January - June, 2021.
 - 1. Visit CA Domestic Roadshow, Gate 7 Keep the Lights On, Visit California's Luxury Summit Winter, Visit California UK Summit, Mountain Travel Symposium, Virtually Yours Travel NV Tradeshow, Adventure Tradeshow & Expo, Visit California's Around the Globe Mexico Summit, Visit CA Luxury Summit Spring, & High Sierra's Adventure Expo.
 - iii. We participated in an additional 8 virtual travel agent webinars in conjunction with our international offices in Australia, the UK and Canada.
 - o Increase product placement with receptive operators and with international and domestic tour operators as post Covid-19 conditions allow
 - i. Due to our reduced international contracts, we were unable to track this data in this fiscal year.
 - ii. Due to covid-19, most tour operators were not adding hotel or activity product. We are seeing this pick up currently and are hopeful for the future.
 - o Target international spend in North Lake Tahoe (tracking by Visa Vue data) as post COVID-19 conditions allow

- i. We track Visa Vue data on a calendar year basis, not fiscal basis. Domestic numbers are up with an average growth rate of 4%. International numbers are down, due to covid-19.
 - o Host at least two digital influencer FAMs that align with target destinations
 - i. Per state restrictions on out-of-state travel, we did not focus on digital influencer opportunities this July-Dec..
 - ii. We hosted (2) digital influencers in conjunction with the launch of the Travel Responsibility Pledge
 - 1. Brandon Beck
 - 2. Amie Engerbretson
 - iii. In addition, in conjunction with the High Sierra Council, we were able to host digital influencer, Hannah Brie on June 8th.
 - Hannah Brie has 61,000 followers and a 2% engagement rate.
 - We shared this opportunity with Truckee
 - ROI: 105,000 impressions, 7,500 total engagement, 243 blog views and \$0.12 average cost per click
 - o Obtain at least 1 media placement in a Tier 1 Publication – (ex. Conde Nast, Outside, Travel & Leisure, Forbes Travel)
 - i. North Lake Tahoe received a number of Tier 1 media placements over the past 12 months with an emphasis on safe travel and environmental sustainability. We also prioritized local media outlets to share campaign information (Mask Up Tahoe, Takeout Tahoe, Shop Local, Traveler Responsibility Pledge) to ensure that incoming visitors had awareness of these content tools along with full-time residents. 17 press releases were issued during this time period with content themes ranging from TBID to Emergency Rent Relief programs to safe winter travel information and What's New content from partners. One of the biggest content initiatives of the Fiscal Year was the launch of North Lake Tahoe's Traveler Responsibility Pledge, which resulted in top-tier media coverage in our regional drive markets ahead of summer.
 - ii. Tier 1 Placements include:
 - 1. **USA Today:** Still traveling despite the CDC warning? Here's how to pick a safe vacation destination (UVM: 69,015,640; Domain Authority: 94)
 - 2. **Outside Magazine:** The Best Nordic Trails in the U.S. (UVM: 3,313,258; Domain Authority: 80)
 - 3. **Trip Savvy:** 10 Lesser Known US Destinations To Go Skiing This Winter (UVM: 4,734,919; Domain Authority: 83)
 - 4. **Conde Nast Traveler:** Where to Eat Play & Stay Around Lake Tahoe (UVM: 2,193,842; Domain Authority: 85)
 - 5. **Marie Claire:** The Instagram Guide to Lake Tahoe (UVM: 15,448,136; Domain Authority: 87)

6. **Travel + Leisure:** 12 Most Beautiful Lakes in the United States (UVM: 5,065,042; Domain Authority: 88)
 7. **Forbes:** Responsible Road-Tripping: Rent A Lake Tahoe House With Tahoe Luxury Properties (UVM: 83,656,374; Domain Authority: 95)
 8. **Vogue:** Looking for a Socially Distanced Escape? Go to a River (UVM: 6,229,717; Domain Authority: 87)
 9. **Powder Magazine:** Tahoe Leaders and Pro Skiers Ask Their Community to Wear Masks (UVM: 137,916; Domain Authority: 63)
 10. **CNN Travel:** Summer vacation plans stay the course in spite of Covid-19 spikes (UVM: 170,889,861; Domain Authority: 95)
 11. **New York Times:** [A Surge of Women in Ski Patrols, Once Nearly All Men](#)
 12. **Forbes Travel:** [Five US Destinations to Visit in the Off-Season](#)
 13. **Wall Street Journal:** [5 Outdoor Adventure Vacations Inspired by the Tokyo Olympics](#)
 14. **Fodor's Travel:** [The Best Beaches in the US That Are Nowhere Near the Ocean](#)
5. Create opportunities for new market entry that aligns with direct lift into Reno/Tahoe Airport and Sacramento Airport
 - Support emerging markets identified by Reno Air Services Corporation (RASC) with marketing and PR efforts.
 - i. NLT has supported RASC efforts by promoting new/returning flights to RNO throughout the pandemic.
 1. 10/29 Newsletter: Highlighted Burbank flight along with mention of flights from LAX, ATL, DFW and PSP.
 2. 11/24 Newsletter: Highlighted Dallas Love Field flight along with mention of flights from Burbank, OC, LAX, PSP, LAX, ATL and Long Beach.
 3. 1/6 Blog: Linked to RNO's list of nonstop flights and highlighted the JSX Burbank to Reno flight.
 4. 4/13 Newsletter: Highlighted SoCal and TX flight deals
 5. Placement in New York Lifestyles Magazine supports the return of JFK to RNO.
 6. Placement in Houston Style Magazine supports the nonstop flight between HOU to RNO.
 - Obtain at least one media placement in a publication that aligns with air service into Reno/Tahoe International Airport

1. Pharma, Healthcare & Biotech
 2. Travel, Recreation & Leisure
 3. Software & Internet
 4. Telecommunications
 5. Business Services
- ii. In addition, we targeted previously lost and cancelled business and utilized our new SDR lead generation program mentioned above. With the new SDR lead generation program, we generated over 40 new prospects and 14 qualified leads.
- o Edit and redesign all content on the MCC website
 - i. Complete - Over the last 6 months, the www.gotahoenorth.com/meetings as well as the www.gotahoenorth.com/wedding sites have been completely edited to make our site more user friendly, accurate, and useful.
 - ii. Changes include: updated and edited content, the creation of new MCC categories and organization systems on the pages, updated imagery, the creation of 7 new one page documents available for download and use by our partners and incoming groups, the creation of two (2) new flyers for our existing/new programs, Come See, Fly Free and the MCC Cash Incentive Program.
 - iii. Group specific dining and team building pages were built out.
 - iv. We also completed a full business audit of each sub-category on the meetings and weddings pages. Over time, businesses have been added or removed from relevant pages and we were able to completely update and add each appropriate business to make this site much more user friendly and accurate for those seeking MCC information. We reached out to all changed/updated businesses to remind them to keep content updated with their own username and password. We also added over 30+ businesses to our weddings page, created their profiles and reached out with their new login information.
 - o Attend at least two(2) trade shows either in person or virtually
 - i. Complete - Leisure Sales: In addition to the (10 sales missions) listed above, we attended an additional (5) trade shows including: Tourism Cares Conference, Expedia's Virtual Summit, Visit California Outlook Forum, Travel Nevada's Rural Roundup and Travel Nevada's Tourism Summit.
 - ii. Leisure Sales - Additional webinar training/educational forums were attended including: Best Day Travel Sales Training, Expedia Insight Webinars (monthly), DestiMetrics Roundtables, Visit California's Around the Globe Series, and the Gate 7 Path to Reopening Webinar.
 - iii. The Meetings & Conventions team attended six (6) virtual trade shows July - December, including: CVENT Connect Virtual, All Things Meetings, Connect Corporate, Connect Association, HPN Annual Conference, and CalSAE Seasonal Spectacular and (5) in

person trade shows January - June 2021: Atlanta/Charlotte joint leisure MCC sales mission, Connect Cyber, HelmsBriscoe Annual Conference, Connect Corporate, and Connect Association.

- iv. The Meetings & Conventions team attended eight (8) virtual webinar educational trainings, including: Conference Direct Insights Webinar, Attending Connect's Meetings Happenings Right Now Webinar, CALSAE Industry Partner Check-In, The Meet California Alliance DMO Webinar, CVENT: Group Business Insights Webinar, Meetings Made Easy Live Event and (2) ConferenceDirect Webinars.

- o Sponsor one industry event in North Lake Tahoe

- i. Due to COVID-19, we have not been able to sponsor an industry event yet in-market, however, we have launched a new resource for incoming meeting partners - the MCC Incentive Program, and developed a digital one-sheet that is currently being listed on our www.gotahoenorth.com/meetings site and can be located here: <https://www.gotahoenorth.com/meetings/use-convention-visitor-bureau/>.
- ii. Due to our paid sponsorship with ConferenceDirect, we were able to moderate three panels on North Lake Tahoe and reach over 50 meeting planners.

7. Increase stakeholder communication and partnership opportunities

- o 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, Covid-19 recovery efforts)
 - i. Complete - These programs looked a bit different during the COVID-19 pandemic, but we were able to create (6) unique experiences for partners to participate in:
 1. One opportunity we created for the MCC hotel partners was to actively submit content for our Know Before You Go Meetings & Conventions Guide and to include real time information on their properties.
 2. In December 2020, Resort at Squaw Creek and the Village at Squaw Valley participated in our virtual trade show booth at CALSAE Seasonal Spectacular.
 3. In February 2021, each sales team member - Sarah, Bart and Greg - hosted (1) virtual MCC event inviting a local hotel partner to join in. These virtual happy hours featured inspirational content on the Tahoe Treasures Campaign, specifically the Rum Trail.
 4. In March 2021, Squaw Valley | Alpine Meadows joined North Lake Tahoe in participating in the Visit California Virtual FAM.

5. In May 2021, The Tahoe Via Ferrata joined North Lake Tahoe in a partnership to train over 50 travel agents through AAA Adventurefest.
 6. In June 2021, The Hyatt joined North Lake Tahoe as a panelist during a ConferenceDirect Digital Insights Event, speaking with over 25 MCC planners.
- 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
 - i. Monthly and quarterly newsletters were sent on a variety of subjects. Content included TahoeLove, Tackling Covid-19 Together, Virtual Experiences, COVID-19 Regional Updates, Stronger Together Campaign, Mask Up Tahoe, Know Before You Go Information, COVID-19 Friendly Activities and more. At least one newsletter per month was sent to our key distribution lists:
 1. July Conference Sales Update - open rate 57%
 2. August Conference Sales Update - open rate of 40%
 3. September Conference Sales Update - open rate of 45%
 4. October Conference Sales Update - open rate of 55%
 5. October - Sarah's introduction to the Northeast Market - open rate of 17%
 6. November Conference Sales Update - open rate of 42%
 7. December Season Greetings Newsletter - open rate of 25%
 8. January - Reopening update - open rate of 39%
 9. February - Reopening update - open rate of 33%
 10. March Reopening update - open rate of 50%
 11. April - Reopening Update - open rate of 47%
 12. May - North Lake Tahoe Welcome to newly added MCC planners - open rate of 24%
 13. May MCC - Reopening update - open rate 20%
 14. June - MCC Reopening Update - open rate 27%
 - ii. New: Conference Cancellation Report was developed as an internal tool for NLT staff and regional lodging partners. Every other Friday this newsletter goes out with new lead and booking information, cancellation report and a rebooking report.
 - iii. You can find the tourism sales newsletters listed above, but key travel industry insights, operational/destination information and flight market updates are provided in both MCC and Leisure newsletters.
 - Host partner calls during crisis periods to align communication efforts and strategies
 - i. The North Lake Tahoe business community was at the forefront of NLTRA's COVID-19 response efforts to ensure the region could reopen safely and stay open. This included a number of stakeholder calls with local and state leaders, and varied by business industry to ensure reopening guidance was

communicated clearly. NLTRA also hosted virtual Town Hall meetings to help businesses understand various funding sources and grant programs available. Additionally, the NLTRA facilitated multiple Personal Protective Equipment (PPE) giveaway days which were promoted extensively through NLTRA's digital channels and stakeholder calls. Reopening toolkits were distributed to local businesses and COVID-19 Compliant signage was created and shared to further demonstrate business compliance with state rules. Liz Bowling sits on the Visit California Public Relations Committee and the Reno Tahoe Territories Public Relations Committee, both of which have been focused on crisis communications efforts. Lastly, First Tuesday Breakfast Club resumed virtually to address timely topics for the local community.

- Implement partnership funding program to increase exposure for local events
 - On 9/21/20, NLTRA opened the application process for the 2021 Partnership Funding program. Applications were due on 10/16/20 and on 11/5/20 a selection panel listened to presentations from all applicants and made funding recommendations. The NLTRA BOD accepted those recommendations on 12/2/20. Of the \$50,000 budgeted to the program, \$40,000 was allocated to the following events. Staff remained in close contact with event producers to ensure they met all obligations of the program.
 - [2021 Homewood - Pride Ride](#) | March 26-28 | Homewood Resort
 - [2021 Tahoe City Food and Wine Festival](#) (June 6-20) | Tahoe City
 - [High Sierra Archery](#) | June 12-13th, 2021 | Homewood Mountain Resort
 - [2021 Tahoe Paddle Racing Series](#) | July 24, August 28 & 29, September 18 & 19 | Tahoe Donner, Waterman's Landing-Carnelian Bay & West Shore
 - [2021 Lake Tahoe Dance Festival](#) | July 28-30 | North Lake Tahoe/West Shore
 - [2021 TaHoeNalu](#) | August 7-8 | Kings Beach
 - [2021 Skate the Lake](#) | July 7-8th | Tahoe City & Squaw Valley
 - [2021 Halloweekends at Homewood](#) | October 22-24 | Homewood Resort
- Distribute international market information such as: market profiles, trends and state opportunities to industry members
 - i. Complete - Updated information to all regional partners has been provided. Sarah sits on the Visit CA Rural Grant Committee, Visit CA International Committee, is Vice President of the High Sierra

Council and sits on the Travel NV Reno Tahoe Territory. Twice during the last six months, key updated information from each of these committees has been sent out to all local lodging partners that sit on the Leisure Sales Task Force.

- Host two regional PR summits for stakeholders annually
 - i. The NLTRA facilitated a Crisis Communications and Public Relations Summit featuring a panel of industry experts: Ryan Becker: VP of Communications, Visit California; Abbi Whitaker: CEO/Founder, The Abbi Agency; Jess Weaver: President/Founder, JVP Communications; Stephanie Herrera: PIO, Placer County; Michael Reitzell: President, Ski California; Megan Michaelson: Freelance Journalist. The summit was promoted as a way for local businesses to discover tools, metrics and insights from Visit California related to crisis communications and an opportunity to learn best practices, industry tips and more from the panel that ranged from agency owners and public information officers to freelance journalists. There were 81 participants on the Zoom call and the meeting recording was shared out following the Summit via newsletter, blog and social media.
 - ii. The NLTRA facilitated a frontline hospitality staff training ahead of summer to help connect key staff with resources from North Lake Tahoe with emphasis on the Traveler Responsibility Pledge and TART Connect.
- 8. Create an ongoing measurement plan evaluating ad effectiveness, visitor profiles, lodging occupancy data, target market and visitation.
 - Implement advertising effectiveness and ROI study
 - It was collectively decided to skip the SMARI ROI study for the 20.21 fiscal year due to the fact that NLT essentially stopped consumer marketing in March 2020 due to COVID-19. Instead the NLTMC felt that purchasing AirDNA and Arrivalist research data would be a more effective use of the research funds. AirDNA tracks available inventory and bookings for STR's and Arrivalist uses mobile location datasets to provide insights on consumer behavior within the market. Both sets of research will be extremely valuable to guide future consumer marketing campaigns and provide much needed data on in-market consumer behaviors. Staff has included insights from AirDNA and Destimetrics on a monthly basis in the lodging barometer newsletters.
 - Create surveys to distribute during 4 events throughout the year – targeting each season
 - NLTRA has not attended any events this fiscal due to COVID-19. However, during the Shop & Win Holiday Contest, one of the challenges required participants to answer a few questions about themselves including where they were from. This contest took place in December.

- A North Lake Tahoe MCC survey was conducted with all of our major meetings and conventions lodging properties to gather market trends, cancellation trends, upcoming needs, and internal changes in staffing. In conjunction with this, the Know Before You Go Meetings & Conventions Guide was developed.
- Continue using Destimetrics to forecast lodging occupancy data
 - i. DestiMetrics Data: This data is reviewed on a monthly basis to review ongoing sales and marketing initiatives. As of January 2021, this data is now listed on the NLTRA.org website and provided in the monthly lodging barometer. In the barometer, we showcase the previous months and forward looking data.
 - ii. Updated and revised lodging barometer - this key tool in seeing real time lodging occupancy data was re-invented in 2020 to include more robust information, such as: new easily read formatting, short term forecasted lodging numbers per community, actual pick up report data from week prior, year-over-year comparisons, and monthly projections.
- Utilize Visa Vue data to inform target market priorities
 - i. Summaries of each quarter, both domestic and international, were re-capped and provided to the internal team as well as our Tourism Development Committee and Board of Directors. Internally, this data has been used in directing our sales, marketing and public relations strategies.

Reporting Documents and Other Items

- Delivery of semi-annual and annual report showcasing plan implementation and results **Completed**
- 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. **Seasonal campaign re-caps are presented to the NLTRA Board and stakeholders regularly and posted to the NLTRA.org website.**
- Complete an evaluation of the Conference department in Q1 to better understand shifts in the industry to best serve our lodging businesses. **Completed last fiscal year, but will be ongoing as market conditions shift and adjust due to COVID -19.**

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

4. VISITOR INFORMATION SERVICES (9% Budget)

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, generate return visitation, and increase economic activity.

Tasks:

1. Provide 364 days of operation at the Tahoe City Visitors Center unless otherwise mandated to close
2. Resume operations of the summer-season Visitor Center at Kings Beach State Recreation Area.
3. Assist in distribution North Lake Tahoe Visitor Guide, Tahoe Magazine, California magazine and other marketing collateral.
4. Increase net revenue for the Visitor Center.
5. Educate eastern Placer County lodging properties about the services and benefits provided by Placer County through the contract with NLTRA.
6. Regularly distribute information on events and business opportunities to visitors and locals coming into the Center.
7. Ensure proper signage 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 programs to increase visitors served in visitor information centers over prior year.
 - i. We have participated in virtual programs and treasure hunts to bring people to the Visitor Center and promoted local merchandise on both local and consumer channels. Virtual program participation includes:
 1. Tahoe City Downtown Association's Explorathon Adventure Challenge
 2. NLTRA's Take Out Tahoe Campaign
 3. We have been a point of contact and distribution of PPE for local business partners throughout the COVID-19 pandemic.
 - ii. The Visitor Information booth at Tahoe City's Farmers Market was modified last summer to ensure COVID-19 safety information was distributed and guests were pointed to the GoTahoeNorth website for a variety of Know Before You Go and safe travel information. Additionally, we provided guests with Personal Protective Equipment and many local business referrals. Staff engaged with over 873 guests at the booth last summer.
 - iii. We continue to work with CalTrans and Public Works for additional directional signage at the new roundabouts in Tahoe City to ensure the Visitor Center is visible to in-coming traffic.
2. Resume operations of the summer-season (mid -June – mid September) Visitor Center at Kings Beach State Recreation Area.
 - a. A Visitor Information booth at Kings Beach State Recreation Area operated seven days per week from June 10 - September 27, 2020. Late

summer was very mild and we were able to extend operations for 7 additional days to include the last weekend of September. Staff served 5,408 people, which is 35% less than 2019/20. In addition, staff at the Kings Beach location took the lead on distributing hundreds of masks to visitors, ensuring compliance with CDC and Placer County guidelines.

- b. We were able to reopen for the 2021 Summer Season on May 29, 2021 (Memorial Day Weekend a full 2 weeks ahead of schedule) and operated 7 days/week through 6/30/21, serving 2,600 visitors.
 - c. From July 1, 2020 - Jun 30, 2021 we serviced 7,666 visitors, 17% less than the 19/20 fiscal year.
3. Assist in distribution of the North Lake Tahoe Visitor Guide, Tahoe Magazine, California magazine and other marketing collateral.
 - a. Because reopening guidance changed regularly, we moved the previously printed Visitor Guide into digital format. The Know Before You Go guide was promoted heavily across North Lake Tahoe's consumer channels and printed versions were also distributed at the Visitor Center. Visitor Center staff also utilized local publications (such as Lake Tahoe Visitors Guide, 101 Things to Do in Lake Tahoe, Tahoe Magazine, California Road Trips and California Magazine) to assist with visitor communications and trip planning guidance.
 - b. In June 2021, a printed annual Visitor Guide was produced to better highlight consumer marketing content, including: Traveler Responsibility Pledge, seasonal content, Shop Local, Takeout Tahoe, Local Luminaries and more. 75,000 copies were printed and will be distributed across the region, including a kiosk at the Reno-Tahoe International Airport. The team worked diligently to include a robust business listings section, highlighting all TBID businesses and contact information for incoming guests.
 4. Increase net revenue for the Visitor Center.
 - a. Evaluate and modify inventory and sales strategies to improve results.
 - i. Visitor Center merchandise highlights the range of artisans and makers in North Lake Tahoe. During this fiscal year, we brought in eight new local vendors. We have 80% local vendors in the center's retail space. We also continued to highlight local artists through the monthly gallery format and when the time is right, will resume *Meet the Artist* receptions.
 - ii. To ensure compliance with retail reopening guidance, the Visitor Center operated with reduced staffing. Early in the year, to manage capacity numbers indoors, a table was set up outdoors with visitor information resources, including Know Before You Go content and regional maps. Physical distancing graphics, plexiglass barriers were installed and sanitization protocols were also implemented.
 - iii. The team continues to evaluate meeting space possibilities in the Visitor Center conference room and in the interim, this space has been used for PPE materials.

- iv. The Visitor Center managed PPE inventory, local business orders and PPE distributions as North Lake Tahoe businesses began to reopen under state guidance.
 - v. As reopening continued, the visitor center stocked local merchandise to meet heavy demand resulting in record sales in May 2021 and June 2021. Despite periodic mandated closures, the Visitor Center increased sales by 4.5% over FY 19.20.
- 5. Educate eastern Placer County lodging properties about the services and benefits provided by Placer County through the contract with NLTRA.
 - a. Bi-annual training programs in the Visitor Center had to be cancelled due to COVID-19 and meeting size restrictions. Instead, we utilized stakeholder calls and virtual Town Hall meetings to share hospitality information, which included Know Before You Go content, Takeout Tahoe and Shop Local campaigns. In addition, the frontline hospitality staff training resumed virtually in May. Benefits provided by Placer County funding of NLTRA are shared with the lodging properties.
 - b. Update, change, and republish Neighborhood Maps and distribute in eastern Placer County, as part of the North Lake Tahoe region.
 - i. The Resorts & Towns Neighborhood Map was fully audited and updated. An order of 30,000 maps were delivered in summer 2020 and we continued to distribute those versions throughout the fiscal year
- 6. Regularly distribute information on events and business opportunities to visitors and locals coming into the Center.
 - a. While the majority of events in the region were cancelled due to COVID-19, Visitor Center staff continued to provide informational tools (one-sheets) for front line hospitality staff and began selling event merchandise on the retail floor to keep long standing marquee events top of mind for both visitors and locals. Staff continually worked with restaurants, event producers, and others to display and help promote their marketing pieces at the Visitor Center.
 - b. We partnered with TCDA in several marketing programs:
 - i. Aug 2020: Free give-aways of koozies and information on Commons Beach concerts
 - ii. Sept 2020 - Free give-aways of Explorathon towels
- 7. Ensure proper signage is in place to entice visitation at the Visitors Center
 - a. We continue to work with CalTrans and Public Works for additional directional signage at the new roundabouts in Tahoe City to ensure the Visitor Center is clearly identified to incoming visitor traffic.
 - b. We have enhanced the Visitor Center with various features to entice customers to spend more time in the Visitors Center and engage with visitor information, such as NLTRA short videos and webcams playing on the Visitor Center TV's.

COVID -19 Supplemental Initiatives & Activities

At the onset of COVID-19, the North Lake Tahoe Resort Association / Chamber of Commerce responded immediately with a multi-pronged communications approach that included local and visitor outreach, business advocacy and community support. Promoting travel to the region shifted dramatically and there was a focus on responsible travel content rooted in public safety and environmental stewardship. The NLTRA team worked closely with Take Care Tahoe on public signage, coordinated with Placer County on trash mitigation efforts throughout peak season months and facilitated the distribution of personal protection equipment (PPE) for the local business community. These efforts were recapped in the TOT-TBID Dollars at Work campaign, which includes robust project information on a new website.

There were a number of content pieces that aligned regional Know Before You Go and Traveler Responsibility Pledge information to residents and guests. This included North Lake Tahoe videos, blog posts, press releases and active social media monitoring. Local communications also increased dramatically and newsletters were sent out weekly to businesses. During this timeframe, NLTRA's newsletter open rates increased by 13% and continue to grow. The COVID-19 Community page on NLTRA.org was updated daily with resources and funding information, and blog posts coincided with targeted information about business resilience, state guidance and funding sources.

Prior to COVID-19, the NLTRA organization had various levels of marketing focus, yet we were able to shift quickly and move to more of a destination management role. Our staff and Board of Directors regularly coordinated efforts at the State level to restart North Lake Tahoe's tourism-centric economy. We made every effort to educate the local community on the importance of tourism and also provide background on the split between full-time and part-time residents. The NLTRA hosted Town Hall meetings (by industry) to ensure communication lines were open and concurrently, developed reopening toolkits that outlined guidance, checklists, and consumer facing signage. The Stronger Together video series that was created in March 2020 to share messages of positivity with the local community continued through summer, with several public entities funding additional signage at high-traffic locations around the north shore. Continued promotion of the gift card purchasing portal on NLTRA.org has resulted in over 40,000 page views and translated to direct revenues for local business owners.

Biweekly core calls between NLTRA staff, NLTRA executive committee members and Placer County continued and by July we deemed it necessary to elevate our safety messaging even further and launched the bilingual Mask Up Tahoe campaign. Through videos, still photography, blog and social media posts, local leaders, small business owners and nationally recognized athletes reminded both visitors and residents that wearing a face covering is a simple act, but a grand gesture to help keep North Lake

Tahoe open. The campaign received both national and industry recognition and resulted in 359,607 impressions.

In spring of 2021, the team was hyperfocused on sustainable travel and created a Traveler Responsibility Pledge campaign that was adapted region-wide. The campaign included seven videos to highlight each pledge tenant and communicated the importance of traveling with mindfulness and care. Regional media outlets shared the content (which also included a robust press release) and continued to reinforce positive travel behaviors.

Consumer messaging and sales focused on several key areas of focus, and below are projects completed over the past 10 months related to the COVID-19 response:

Education

- At the start of the pandemic, we created a COVID-19 page on GoTahoeNorth.com which we've kept updated with the most recent news on the region, state, and county mandates.
- In July 2021, North Lake Tahoe launched a Mask Up Tahoe campaign to promote the importance of mask-wearing and responsible travel.
- In the fall we published a press release, video and blog post encouraging potential visitors to plan ahead and to be aware of significant operational modifications for the 20.21 winter season, specifically at downhill and cross-country ski resorts.
- During the wildfire season, NLT promoted up-to-date information on regional closures, fire safety practices and red flag warnings. This was done through social media channels, GoTahoeNorth.com, blogs and newsletters. Locally, we shared resources with businesses to ensure preparedness.
- On Earth Day, North Lake Tahoe, South Lake Tahoe and Truckee launched the Traveler Responsibility Pledge. Content was produced by North Lake Tahoe and adapted regionally for consumer consumption.
- In June, NLTRA launched a TART Connect promotional campaign which included a dedicated landing page, a promotional/educational video, photography, a blog and inclusion in a consumer newsletter.

Safe & Responsible Travel

- A Safe Travel hub was created on GoTahoeNorth.com to house all of the information below. Messaging from NLT owned channels was consistently linked to this information hub.
- In June 2020 we launched the first of three Know Before You Go (KBYG) Informational Guides which covered information potential guests would need to know, and adhere to, while visiting North Lake Tahoe. This was both educational and promotes responsible travel. You'll see there is a large responsible travel focus in the guide. We then launched a winter version in October and a meeting industry focused guide in December.

- In conjunction with the KBYG Guides, we also produced both a summer and winter video series to supplement the guides. Themes included:
 - Summer (published late June/early July)
 - Traveling Responsibly in NLT: <https://vimeo.com/432639773>
 - Safe Outdoor Recreation: <https://vimeo.com/434416419>
 - Restaurant & Retail Safety Practices: <https://vimeo.com/433042593>
 - Safe Lodging Practices: <https://vimeo.com/433041501>
 - Winter (first three published late Nov/early Dec, Indulge published early Feb)
 - Updated Safe Lodging Practices: <https://vimeo.com/492578353>
 - Winter Responsible Travel: <https://vimeo.com/495552963>
 - Safe Winter Outdoor Adventures: <https://vimeo.com/499431397>
 - Indulging Safely: <https://vimeo.com/508482937/994bf8b167>
- In June 2020 we also launched a Mask Up campaign with a variety of local influencers. We had a general video and then a video with each influencer. We released 1-2 videos a week over the summer in conjunction with the influencers.
- We created a handful of COVID-19 friendly itineraries to encourage socially distanced activities.
- In April 2021, NLTRA, in conjunction with IVCBVB, through the Marketing Coop, launched a lakewide Traveler Responsibility Pledge. The pledge includes 6 tenants meant to influence and educate visitors and locals.
 - A Sustainable Travel section was added to GTN.com which houses the pledge and related items.
 - Seven (7) videos were produced along with pledge specific photography.
 - Traveler Responsibility Pledge Video: <https://vimeo.com/534688213>
 - Become a Steward of Lake Tahoe Video: <https://vimeo.com/534688224>
 - Respect the Environment Video: <https://vimeo.com/534688248>
 - Stay Educated Video: <https://vimeo.com/534688259>
 - Keep Wildlife Wild Video: <https://vimeo.com/534688262>
 - Be Fire Safe Video: <https://vimeo.com/534688274>
 - Demonstrate Mindful Travel Video: <https://vimeo.com/534688281>
 - The following blogs were launched, all related to the pledge and sustainable travel:
 - Tahoe Voluntourism: How You Can Tap into NLT's Sustainability Ethos
 - Protect NLT: How You Can Take Action
 - Sustainable Transit: TART Connect
 - Sustainability Superstar: Sherry McConkey
 - Sustainability Superstar: Amy Berry
 - Sustainability Superstar: Jesse Patterson
 - Sustainability Superstar: Heather Segale
 - Sustainability Superstar: Jeremy Jones

- Staff conducted a Facebook Live with members of Clean Up the Lake on Earth Day to launch the pledge and to highlight the start of Clean Up the Lake's project to SCUBA dive and clean Lake Tahoe this summer.
- A Facebook badge was created that fans/supporters could put on their profile picture to promote the pledge.
- A toolkit was created to provide local businesses with all assets from the campaign so they could easily implement components through their owned channels.
- Two influencers were hired to conduct FAMs within the region promoting the pledge.
- NLTRA partnered with Sierra Nevada Alliance to host an Americorps California Climate Action summer fellowship to help mobilize and recruit volunteers for region-wide clean-up days and educate visitors about the importance of safe, responsible travel. The ambassador will visit a number of high-traffic areas across North Lake Tahoe and share tips with visitors that include crisis response, wildlife awareness, trash mitigation (including promotion of the Clean Tahoe Litter Hotline), fire safety and tenets of the Traveler Responsibility Pledge.
- Collateral/Ads were created to promote the pledge:
 - Full page ad in the annual Visitor Guide
 - In-Market ad campaign including local print publications and radio
 - Digital ads were run in-market to both visitors and locals (through the summer of 2021)
 - A-frames were printed for the Visitor Center, the booth at the Tahoe City Farmer's Market and one to be used at regional events.
 - Streetlight Banners in Tahoe City and Kings Beach (front in English, back in Spanish)

Supporting Local Business

- In early April 2020 we launched the Stronger Together campaign in an effort to give hope, evoke community spirit, and support business resiliency. The campaign included a video series and in-market signage.
 - Lake Tahoe/Truckee Reopening Message: <https://vimeo.com/428685197>
 - Visit CA Montage: <https://vimeo.com/428569901>
 - CA Focus: <https://vimeo.com/428683223>
 - NV Focus: <https://vimeo.com/428682783>
- In June we launched a Gift Card portal on NLTRA.org. This portal has been promoted both locally and through NLT consumer channels and is linked on GoTahoeNorth.com. During the launch, staff also created a DIY toolkit for businesses with information and resources to help them set up a gift card program. The toolkit also referred a number of local marketing agencies that could be of assistance.
 - Portal & Toolkit: <https://www.nltra.org/resources/north-lake-tahoe-business-gift-cards/>
- In October we launched a Takeout Tahoe campaign which included a takeout guide for the region, a blog post highlighting 10 Spots for a Delicious Al Fresco

Dining Experience, and the creation of the North Tahoe EATS! Facebook group which currently has 672 members. We continue to promote this program through organic and paid efforts.

- Landing Page: <https://www.gotahoenorth.com/takeouttahoe/>
- Blog: <https://www.gotahoenorth.com/takeout-tahoe/>
- FB Group: <https://www.facebook.com/groups/northtahoeeats>
- In November we launched a Shop & Win Contest to promote supporting local businesses during the holiday season. The launch included a business toolkit with contest information and promotion tips, store signage, a blog post, newsletter mention, and a paid in-market campaign. 77 teams signed up to participate and over 600 challenge submissions were received. The contest also received local media coverage.
 - Contest Landing Page: <https://www.gotahoenorth.com/shopandwin>
- NLTRA staff hosted free Personal Protection Equipment (PPE) days for the North Lake Tahoe business community (July 24, 2020 and November 13, 2020). Items available to businesses and community members included hand sanitizer, gloves, signage from Take Care Tahoe, physical distancing graphics and face coverings. Events took place in Tahoe City (Old Fire Station 51) and Kings Beach (North Tahoe Event Center) to ensure ease of pick-up.
- In April we launched a North Tahoe Eats Facebook contest to continue promoting local dining businesses and the Takeout Tahoe Guide. Users were asked to submit photos of their NLT dining experiences to be entered to win local restaurant gift cards.
- In partnership with the Sierra Business Council we facilitated The North Lake Tahoe Emergency Rent Relief Fund program provided grants of up to \$5,000 to cover rent for eligible small businesses financially impacted by the COVID-19 pandemic.

Sales Projects

- New Cancellation/Bookings Report
 - A new COVID-19 cancellation report with postponements, cancellations and future bookings was created and is sent out to internal staff and local lodging partners bi-weekly to keep them up to date on MCC trends.
- CRM Cleanout and Trainings:
 - After moving our CRM a few years back, we took some additional time during the last six months to do a deep clean. This clean up took a full year to clean up including the removal of all outdated accounts, duplicate contacts, added primary markets for all key contacts and more.
 - In addition, new primary markets were created and cleaned up, distribution lists were cleaned up and organized, old business/lost business was cleaned up and contacts were contacted.
 - This project took countless hours, but will enhance data tracking and will make the sales reporting process more accurate and efficient.
 - Lastly, a 30+ page training manual was created so the team can better use our system and new team members can get trained on how to implement in their own departments.
- New Partnerships:

- We enhanced our partnerships with Meeting Professionals International (MPI), ConferenceDirect, HelmsBriscoe and CVENT.
- In doing so, North Lake Tahoe has maximized these partnerships by:
 - staff each attended an MPI virtual networking mixer/event
 - NLT staff moderated key meeting & convention virtual conversations in the ConferenceDirect Virtual Insights
 - Staff submitted content for the HelmsBriscoe newsletter on our MCC Know Before You Go Guide for their January newsletter, going out to over 18,000 meeting professionals.
 - Bart and Greg are taking the next step with CVENT and participating in a six month DMO enhancement training.
- Development of the Meetings & Conventions Know Before You Go Guide.
 - Staff worked with our local lodging partners to gather updated information for our KBYG Guide along with Augustine to design and write content.
 - The launch of this program will be connected with a larger MCC marketing campaign which is focused on education and safe travel.
 - The MCC paid media campaign started early December to align with timing directed by Travel Nevada, who awarded North Lake Tahoe grant funds to support the campaign. While the campaign continues to run through the end of the fiscal 20/21 year, initial results from the December flight showed promise and surpassed industry benchmarks: display .52% CTR; paid search 5.26% CTR; paid social 5.04% CTR.
 - The campaign targets meeting planners who primarily live or have clients in Nevada and California. Beyond drive markets, there are target markets where quick direct flights to Reno bring additional opportunities for longer stays and higher spends. Targeted media focuses on these areas as tertiary key performance indicators to drive higher spend and return on investment for North Lake Tahoe. Tactics for the campaign incorporates emails (4 total), search, display, native, LinkedIn, video, and a *Meetings Today* package which includes lead generation, eHandbook (full page ad with 2 pages of editorial) and Facebook ads. Messaging across these tactics inspires and encourages planners to submit an RFP on GoTahoeNorth.com for their next event, and also provides resources to help them and their clients understand what to expect prior to visiting, along with tips and resources to help people travel safely and responsibly.
- Kind Traveler Partnership
 - In early fall, our Tourism Development Committee and Board of Directors approved a one time membership fee to Kind Traveler. The way it works is simple: Travelers unlock exclusive hotel rates and perks upon a \$10 nightly donation to a highlighted local charity that positively impacts the destination visited, or to a charity of choice. 100% of donations are given to charities.
 - Staff is currently meeting with local lodging partners to assist and encourage them to partner with Kind Traveler and with regional non-profits for the give back selections.