



north lake tahoe

**6 MONTH
ORGANIZATIONAL PERFORMANCE
REPORT
2021/2022**

Submitted to Placer
County 02/15/2022

ATTACHMENT A – North Lake Tahoe Resort Association Scope of Work for July 1, 2021 - June 30, 2022

The North Lake Tahoe Resort Association (Resort Association) will provide services in accordance with the provisions and requirements specified in the scope of work to assist the County in meeting its tourism promotion objectives as identified in the 2015 Tourism Master Plan. This contract and scope of work are transitional to support the organization's continued operations while Tourism Business Improvement District revenues are collected and remitted to the Resort Association

Services will include:

1. Organization Management/Administration
2. Support for Tourism Master Plan Implementation
3. Tourism Development Programs
4. Visitor Information Services
5. Capital Improvement, Transportation, Planning Infrastructure
6. Management and Oversight of agreements with the North Tahoe Business Association and Tahoe City Downtown Association

1. ORGANIZATION MANAGEMENT AND ADMINISTRATION (17% 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.

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.
NLTRA is in compliance with the 2021/22 county contract, including all reporting, and will utilize written memorandums if there is a need for clarification.
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.
NLTRA continues to work on the most cost-effective method of achieving performance of the contract, including reduction of staffing where possible. The COVID pandemic resulted in a reduction of some costs associated with marketing and events due to restrictions on events and travel.

2. SUPPORT FOR TOURISM MASTER PLAN IMPLEMENTATION (3% 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.
4. Develop and distribute education materials for a ballot measure to renew the sunseting two percent Transient Occupancy Tax (TOT) in eastern Placer County.

Performance Indicators:

1. Implementation of new committee organization.
 - a. Continue development of revised committees to complement new Board structure and Resort Association revised contract compliance.
Committee development associated with the new Board configuration and the TBID functions is in process. The full formation of the committees and the development of their processes and procedures was slowed due to a void in the CEO position. With the hiring of the new CEO on Jan 31, the development process is again underway.
1. 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,
NLTRA assisted in communicating the grant application process and timing, and encouraged business participation.
 - b. Achieve general business community awareness for CAP Committee review and recommendations to the Board of Supervisors.
NLTRA posted communications around the CAP Committee project reviews and the projects presented, and subsequently approved by the County BOS, to bring awareness to the process and the projects funded by TOT.

2. Coordinate with Placer County, special districts, and business community to develop funding strategies to support implementation of the Tourism Master Plan including renewal of the sunsetting two percent TOT for eastern Placer County:
 - a. Funding strategy acceptance by governmental and business leaders for implementation of Tourism Master Plan priorities.

NLTRA hosted presentations at NLTRA Board meetings and communicated through e-blasts to local business and governmental partners to further the understanding within the community of the funding and strategies of the Tourism Master Plan priorities.

- b. Develop outreach and education for business community support for funding of Tourism Master Plan priorities.

NLTRA hosted presentations at the monthly Breakfast Club meetings and utilized social posts to further the understanding within the community of the funding and strategies of the Tourism Master Plan priorities.

3. TOURISM DEVELOPMENT PROGRAMS (62% budget)

GOAL: In accordance with the Management District Plan, Tourism Master Plan and 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 (NLT) as a year-round/four season destination
2. Increase visitation during Spring and Fall, targeting Bay Area/Southern California using events as a key driver
3. Increase mid-week visitation
4. Build and integrate into all marketing activities destination messaging to educate visitors on responsible travel and destination etiquette
5. Build communication and marketing programs that will influence visitor behavior
6. Increase length of stay and visitor spending year-round
7. Create opportunities for new market entry that aligns with direct lift into Reno/Tahoe Airport and Sacramento Airport
8. Increase the number of conference leads and bookings for mid-week and shoulder season.
9. Increase stakeholder communication and partnership opportunities
10. 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

Summer

- 7/9 – Sustainability Superstar: Jeremy Jones blog
 - Highlights sustainability and responsible travel
- 7/9 – Sustainability Superstar: Heather Segale blog
 - Highlights sustainability and responsible travel
- 7/9 – Sustainability Superstar: Jesse Patterson blog
 - Highlights sustainability and responsible travel
- 8/24 – Where Spartans Stay and Play for Extra Adventure blog
 - Highlights a sponsored event, reasons for extended stays, 4-season destination

Fall

- 9/20 – Get Ready to Fall in Love with Dining in NLT blog
 - Highlights dining, fall and supporting small business
- 9/28 – Tips for Fire Safety and Supporting the Community blog
 - Highlights fire safety and responsible travel
- 10/15 – Celebrate Nevada Day in North Lake Tahoe
 - Highlights regional culture
- 11/19 – Small Businesses Provide Big Shopping Options in NLT
 - Highlights supporting small businesses during the holidays

Winter

- 12/17 – Winter Wow has Come Ashore in NLT
 - Highlights lakeside winter activities
- Update meetings and sales collateral & develop quarterly newsletter showcasing year-round activities
- The NLT Meeting and Conference Planning Guide was updated and now reflects the name change of Palisades Tahoe throughout the document. Staff is currently working on updating a “Meet in the Mountains” collateral piece as well which will be complete in the second half of the fiscal.
- MCC Newsletters
 - 9/14 - NLT Community Update & Take Our Traveler Responsibility Pledge
 - 11/23 - Winter is Here, Wander NLT
 - 12/9 - Destination Celebration Minneapolis Thank You
 - Sent to planners who attended the trade show
 - 2/4 - Seasonal Spectacular 2021 Thank You
 - Sent to planners who attended the trade show
 - 2/11 - Take Your Meeting Lakeside
- Leisure Newsletters
 - 9/7 - NLT – Take Our Traveler Responsibility Pledge & Wildfire Update
 - 11/22 - Experience Winter Wonderland in NLT
 - 2/10 - Recharge Lakeside in NLT

- c. Publish 1 blog post per month to align with key themes and pillars. Completed. Blogs are listed above in 1.a.

2. Utilize sponsored event partnerships to extend reach of destination messaging. NLTRA was a sponsor of the October 2021 Made in Tahoe Festival which took place at Palisades Tahoe. The event featured makers and artists from the Tahoe region and celebrated all things local. As the main sponsor of the event, NLTRA had a 10x10 booth in a high-traffic location. Staff distributed visitor information while also promoting our Traveler Responsibility Pledge to both locals and visitors. Due to COVID environment there have been minimal events to attend in the region for the period. We look forward to identifying and attending future events.
3. 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 Bay Area and Southern California 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

A full event report is attached. Below are a few examples of event summaries.

2021 Broken Arrow Sky Race

- October 1-3, 2021
- Location: Palisades Tahoe
- Event Sponsorship: \$30,000
- Attendance: 2,200 registrations (2019: 1,427)
- Media Exposure: Regional, National, International
- Live Stream Exposure:
 - 70/30 split between Domestic vs. Global views
 - 40 US States represented
 - 32 Countries Represented
 - 112,300 impressions
- ROI: 21:1

2021 Spartan North American Championship

- September 25-26, 2021
- Location: Palisades Tahoe
- Funded: \$175,000
- Attendance: 3,841 Participants
- Media Exposure: Regional, National, International
- ROI: 8:1

- 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 on a quarterly basis via email.

- The following emails were sent to the Event Notification distribution list which includes local districts, public services agencies & event producers:
 - 10/13 - Included information on the 2021 Partnership Funding cycle
 - 10/21 - Included information on Partnership Funding deadlines and events
 - 2/4 - Included information on Spartan, WinterWonderGrass, Lake Tahoe Summit Lacrosse, Broken Arrow Skyrace, and all 2022 Partnership Funding events
- 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)
 - As of December, the NLTRA has sponsored 11 events: 2021 Tahoe 100, 2021 Skate the Lake, 2021 Lake Tahoe Dance Festival, 2021 Tahoe Cup Paddle Series, 2021 Tahoe Nalu, 2021 Adventure Van Expo, 2021 Oktoberfest, 2021 Halloweekends at Homewood, 2021 Spartan World Championships, 2021 Broken Arrow Skyrace, 2021 Made in Tahoe
 - NLTRA leveraged a number of sponsored events to reach targeted destination markets and target audiences based upon interest. WinterWonderGrass is a prime example of this, as their main markets are So Cal, Colorado, TX and Oregon. In addition, the event highlights both arts/culture and culinary as it has a robust beer tasting component.
 - Multiple events generate more than 2.5 night's stay. Lake Tahoe Dance Festival is one that worked to grow partnerships with lodging entities for the event which resulted in an overwhelmingly positive response from audiences traveling to the area. Of their survey respondents, 75% stayed three nights or more in North Lake Tahoe, 96% of which stating they'd return to Tahoe.
- d. Host a seasonal media FAM with 3-4 journalists focused on sustainable travel /traveler's responsibility theme.

Hosted 2 FAMs – Cynthia Dial, freelance travel writer, and Compass + Twine, blogger/influencer. Each FAM included a multi-day itinerary that ensured each guest visited all areas in the North Lake Tahoe region. They experienced various lodging properties, local businesses and restaurants, activities and more. All messaging, trip preparation and itineraries included aspects directly focused on Sustainable Travel and the Traveler's Responsibility theme. NLT is slowly getting back into hosting FAMs while taking appropriate COVID precautions.

- e. Increase website visitation and social media followers from the Bay Area/Southern California by 5% over the prior fiscal year.

Total website visitation and unique visitors both saw increases by 5%. However, California visitation decreased when comparing YOY. In the 20.21 FY there was a significant increase in website visitation from in-state markets as consumers were seeking drive market options. If compared to 2019, the SF Metro increased by 31% and the LA market increased by 17%. Additionally, the NLT focus has shifted away from the Bay Area market and is no longer dedicating resources to that market except for responsible travel messaging. Social media platforms in all have seen an overall growth of followers at over 2%, with Instagram growing by 6%.

4. Increase mid-week visitation year-round

- a. Obtain at least 1 article in a Tier 1 Publication – (ex. Conde Nast, Outside, Travel & Leisure, Forbes Travel) that aligns with cultivation of domestic fly-in markets and key destination pillars.

Placed 2 articles in Travel + Leisure and 1 article in Just Luxe.

- b. Obtain at least 1 article in a Tier 1 International Publication

Due to COVID implications and travel restrictions, international publications were not a focus July – December 2021.

- c. Increase group meetings staying Sunday through Thursday over FY18/19 (last fiscal year not impacted by Covid-19)

Group meetings have produced 3,875 midweek room nights for this fiscal year. This is 54% decrease compared to 18/19 fiscal, pre-pandemic. The group meeting business remains impacted by the pandemic. However, staff continue to seek out group meetings that take place during the mid-week period.

- d. Increase website visitation and time on site from flight markets by 5% over the prior fiscal year.

Website visitation continues to be impacted by the pandemic:

- Dallas/Ft. Worth
 - 26% increase in website visitation, TOS decreased by 9%
- NYC
 - 62% increase in website visitation, TOS decreased by 13%
- Chicago
 - 21% increase in website visitation, TOS increased by 1%
- Houston
 - 15% increase in website visitation, TOS decreased by 22%

5. Increase length of stay and visitor spending year-round

- a. Work with NLT lodging partners to support meeting and group planner site inspections & sales missions

NLT staff assisted with the following site visits:

- 7/14 - Soccer Shots - Wendy Berg, Mike Mercado
- 8/3 & 8/4 - Susie Shulz, Nancy White
- 8/13 - Origami Owl Chrissy Weems, Janet Caldarelli
- 9/24 - HPN - Marilyn Atchue-Zuill
- 9/30 - Enverus - Carla Salvans, Regan Ghezzi, Adam Kincaid
- 12/8 - 12/12 - National Interstate Insurance - Maureen Primosch

- 2/3 - American College of Real Estate Lawyers (virtual)
- b. Increase product placement with receptive operators and with international and domestic tour operators by 5% through coop partnership

The following were conducted to increase product placements with receptive operators and with international and domestic tour operators:

- Rocky Mountain Tours – Added activities, Diamond Peak, Tahoe Adventure Co. and Tahoe City Kayak
- America4You – Added Borges Sleigh Rides
- Bonotel – Contacted missing properties
- HotelBeds – Contacted missing properties
- c. Host at least one digital influencer FAM that aligns with cultivation of domestic fly-in markets and key destination pillars

One blogger/influencer was hosted in-market. Their audiences align with NLTRA's domestic target audiences, and the trips focused on Sustainability/Traveler Responsibility messaging, as well as other NL:TRA destination pillars.

- d. Obtain at least 1 media placement in a Tier 1 Publication – (ex. Conde Nast, Outside, Travel & Leisure, Forbes Travel) that aligns with cultivation of domestic fly-in markets and key destination pillars.

Placed 2 articles in Travel + Leisure and 1 article in Just Luxe.

- 6. Create opportunities for new market entry that aligns with direct lift into Reno/Tahoe Airport and Sacramento Airport
 - a. Support emerging markets identified by Reno Air Services Center (RASC) with marketing and PR efforts.

NLTRA continues to work with RASC to supply all available data to assist with airline communications to entice new flight routes. Upon receipt of a toolkit being developed by Ah Ha Airlines, NLT will communicate messaging on new flight routes into RNO.

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

Articles were placed in "Southern California Life" Magazine and L.A. Parent, targeting the Southern California market.

- c. Participate in one media or consumer event in a direct flight market

Participated in Visit California's Los Angeles Media Reception, which allowed for targeted media pitching to journalists and influencers from the entire Southern California market.

- d. Participate on the RASC Marketing Committee

Amber Burke continues to attend and participate in the RASC Marketing Committee meetings. She is also a member of a subcommittee which is focused on aligning regional data. That group began meeting in January 2022. Amber also attended the annual RASC Board strategy session in December 2021.

- 7. Increase the number of conference meeting leads and bookings for mid-week and shoulder season period
 - a. Develop and increase conference lead generation from trade and sales outreach efforts

In July 2021 NLT started designating leads from CVENT that don't include a site visit or add additional properties to their sourcing as "Inquiries". Staff generated 117 leads (48 tentative and 69 inquiries) July – December 2021. Sept/Oct saw few leads due to the Caldor Fire. July – December 2018 NLT staff generated 170 leads. Staff is currently working on reporting specific to mid-week and shoulder seasons.

b. Increase contracted room nights generated through organic leads and sales efforts.

The following programs have turned definite July – December 2021:

- Vivun Team Meeting
 - August 2022, 100 room nights, 50 people, The Ritz-Carlton, Lake Tahoe
- Water Quality Association - 2022 Mid-Year Leadership Conference
 - 9/11/22 - 9/16/22, 325 rooms, 100 people, Resort at Squaw Creek
- State Farm Insurance - SF NCST 2nd QTR Payoff
 - 10/21/2021 - 10/22/2021, 90 people, 180 rooms, Hyatt Regency, Lake Tahoe
- Corsa America - Rally Lake Tahoe
 - 5/27/2022 - 5/27/2022, 100 people, 80 rooms, The Ritz-Carlton, Lake Tahoe
- Family Wealth Advisors Council
 - 1/24/23 - 1/30/23, 10 people, 39 rooms, Resort at Squaw Creek
- Soccer Shots Franchising - 2022 National Convention
 - 7/10/2022 - 7/15/2022, 300 people, 417 rooms, Village at Palisades Tahoe
- Hilltop Securities - Circle of Excellence
 - 2/3/22 - 2/5/22, 125 people, 225 rooms, Hyatt Regency, Lake Tahoe
- Alliance Defending Freedom - ADF 2022 Senior Staff Retreat
 - 4/6/22 - 4/9/22, 175 rooms, Resort at Squaw Creek

c. Increase leads in markets identified in the Tourism Development plan by 5% over the prior fiscal year.

NLT Staff conducted sales calls to planners in California, Arizona, Texas and Illinois.

Leads from meeting planners in these markets July – December 2021:

- California: (7) Tentative & (25) Inquiries
- Arizona: (16) Tentative & (23) Inquiries
- Texas: (1) Tentative & (11) Inquiries
- Illinois: (5) Tentative & (2) Inquiries

Leads from meeting planners in these markets July – December 2020:

- California: (12)
- Arizona: (10)
- Texas: (3)
- Illinois: (6)

- d. Work with NLT meeting venue partners and identify key trade shows or events to partner in driving new group meeting leads.

The following events were identified as valuable trade shows:

- CalSAE Seasonal Spectacular - Dec 14-15, 2021
- Connect Pacific Northwest - Nov 15-16, 2021
- Connect Chicago - January 19-20, 2022

- e. Identify an industry event to host and sponsor in NLT that would support efforts to grow mid-week/shoulder season business.

Tourism Cares will take place in Olympic Valley May 18-20, 2022. This event was postponed from the original 2020 date. Staff has devoted several hours connecting Tourism Cares with regional non-profits and assisting with the acquisition of a keynote speaker.

8. Increase stakeholder communication and identify partnership opportunities that support Resort Association goals and TMP priorities

- a. Identify and provide 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)

The following opportunities have been provided:

- Webinar with Westjet Vacations in Canada - 9.9.21
- The Cup - Pre IPW - 9/15-9/18
 - Leads were distributed to NLT partners
- IPW Pre FAM w/ RSCVA - 9/17
 - Leads were distributed to NLT partners
- IPW - 9/20-9/22
 - Leads distributed to NLT partners
- Spring Expedia marketing coop opportunity

- 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

A weekly lodging barometer email is distributed with lodging forecasts and monthly it includes insights and trends in both the hotel and vacation rental sectors.

- c. Host partner calls during crisis periods to align communication efforts and strategies

NLT stayed in communication with South Lake Tahoe, NLT businesses and regional agencies during the Caldor Fire to ensure consistency in messaging and coordinating media requests during the fire. Various press statements and releases were created, and all communication efforts and strategies were aligned and agreed upon by regional partners and representatives of NLT. NLTRA staff also conducted 5 separate partner meetings in November focused on Public Relations and Communications transition efforts.

- d. Implement partnership funding program to increase exposure for NLT events

The 2022 Special Event Partnership Funding program cycle took place in the fall of 2021. Applications were due on 10/29/21 and the selection panel heard presentations from all applicants on 11/4/21. There were 13 applications submitted with a total of \$119,500 being requested. The selection panel recommended that 11 events receive funding and allocated the full \$50,000. Staff has contracted with all event producers and continues to regularly communicate relevant information and provide guidance where needed.

- e. Distribute international market information such as: market profiles, trends and state opportunities to industry members

Expedia Traveler Value Index 2022 was distributed to partners. International efforts have been minimized due to the impact of COVID on global travel.

- f. Host a regional PR summit for stakeholders annually

Due to COVID-related restrictions, a regional PR summit for stakeholders has not yet taken place.

9. Create and implement plan to evaluate ad effectiveness, visitor profiles, lodging occupancy data, target market

- a. Create surveys to distribute during 4 events throughout the year – targeting each season

NLTRA event attendance has been limited due to COVID. At the few events where staff have been present, the communication focus has been on the Traveler Responsibility Pledge. All event producers who receive funding from the NLTRA are required to administer the NLTRA created survey and provide results. Survey results will be gathered at the upcoming events.

- b. Continue utilizing Destimetrics, Arrivalist, AirDNA, Visa Vue and other reporting data to forecast visitor metrics, spend and lodging occupancy data.

Staff continue to utilize all data and research to inform strategy decisions. Additionally, Destimetrics and AirDNA information is distributed to stakeholders monthly via the Lodging Barometer emails.

- c. Provide annual update to the Board of Directors and include an annual presentation to the Placer County Board of Supervisors.

Monthly reporting is compiled for Board of Director meetings. An annual update and overview will be provided at the end of the contract term.

Reporting Documents and Other Items

- Delivery of semi-annual and annual report to the Board of Directors and Placer County Board of Supervisors showcasing plan implementation and results

The 2020/21 annual report was submitted in August 2021 as required by that year's contract. This report is submitted as the semi-annual report for the 2021/22 contract year.

- 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 shared, with the data supporting the details of the campaign, regularly with the NLTRA Board and are posted on the website. The

Tourism Development Committee and Marketing Coop Committee are involved in all details of the campaign developments.

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, return visitation, and increased economic activity.

Tasks:

1. Operate and manage the Tahoe City Visitors Center 7 days a week with the exception of specified holidays.
2. Resume operations of the summer-season Visitor Center at Kings Beach State Recreation Area.
3. Assist in content development and distribution of the annual North Lake Tahoe Official Visitor Guide, Vacation Planner, and other marketing collateral.
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 Visitors Center net revenue by 5% over the prior fiscal year.
8. Ensure proper signage and décor is in place to attract guests to 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 2021-2022.

Two scheduled events had to be cancelled due to COVID restrictions. One was the Snow Dogs event in conjunction with Snowfest and we have not been able to host any artists receptions this fiscal. A 3rd program is still in planning stages for later in the fiscal year.

- b. Increase the number of guests to the Visitors Center

July and August walk-in visitor numbers were up 177% YOY. The smoke and fires during the fall significantly drove numbers down. Currently VIC guest numbers are 6% above last year. To attract visitors, staff diversified merchandise

by adding 6 local vendors and have highlighted several local artists in monthly exhibits to entice local visitation and to stay current with visitor tastes.

2. Increase merchandise sales by 5% over the prior fiscal year.

The Visitor Center recorded its highest July sales since opening in 2014.

Through August, sales were up 26%. Unfortunately, the smoke, fire and Christmas Holiday storm, delayed supply, and increased wholesale rates. Sales are currently up 3% YOY.

3. Resume operations of the summer-season (June 27 – September 15) Visitor Center at Kings Beach State Recreation Area.

a. Continue days of operations at Kings Beach State Recreation Area summer season (June 27 – September 15) to seven days per week.

For the first time, we began the Kings Beach Visitor kiosk Memorial Day weekend, adding 20 days to our seasonal schedule. The California State Parks closed Kings Beach State Recreation Area for 2+ weeks during September due to smoke. When it reopened, we resumed our Visitor Information kiosk until the end of September, making this the longest schedule we have had since beginning Kings Beach operations.

4. Assist in development, content and distribution of the bi-annual North Lake Tahoe Official Visitor Guide, Vacation Planner, or other marketing collateral.

a. Increase distribution of Visitors Guide, Vacation Planner, or other marketing collateral by including in various gift bags and at events; kiosks within regional airports.

To create efficiencies, the NLT Visitor Guide became an annual publication instead of a semi-annual publication. In addition, the Visitor Guide and Vacation Planner were condensed into one publication. During this fiscal year Visitor Guides have been included in 375 wedding gift bags (4 weddings), have been distributed at several events (Made in Tahoe, Spartan, Broken Arrow Skyrace), at the Reno-Tahoe International Airport, and several Truckee locations including the CA Welcome Center. A digital button was also created and distributed to regional stakeholders for easy inclusion on their websites. The button links to the digital version on GoTahoeNorth.com. There were 410 guide requests fulfilled by mail between July and December.

b. Maintain information kiosk in the RSCVA (downtown Reno) and a kiosk in the Reno-Tahoe International Airport and Sacramento International Airport.

Staff made the decision to discontinue the RSCVA kiosk as distribution did not justify expense. We've continued our Reno-Tahoe International Airport contract and have added several Truckee kiosk locations.

5. Educate eastern Placer County lodging properties about the services and benefits provided by Placer County through the contract with NLTRA.

a. Continue bi-annual training programs in the Visitors Center.

Due to the COVID pandemic, this program has been on hold due to in-person event concerns.

b. Update, change, publish and distribute Neighborhood Maps in eastern Placer County, as part of the North Lake Tahoe region.

Neighborhood maps were updated during the 19.20 FY and were printed in the 20.21 FY. Staff continue to distribute the maps through the Visitor Centers and at all on-site event booths.

6. Regularly distribute information concerning events, training and business opportunities to lodging operators and local businesses.
 - a. Conduct training for front line hospitality staff

Due to the COVID pandemic, this program has been on hold due to in-person event concerns, staffing issues and other programs which took priority.

- b. Provide a final report on hospitality training which includes number of staff who have completed the training and their feedback on content.

Due to the COVID pandemic, this program has been on hold due to in-person event concerns, staffing issues and other programs which took priority.

7. Survey guests of the Visitor Center to better understand visitor demographics and travel patterns.
 - a. Conduct customer service survey of guests of the Visitor Centers to evaluate service quality, offerings, and methods for information distribution.

Due to COVID and the reluctance of visitors to use public iPads, staff pivoted our survey program to focus on educating guests on the Traveler Responsibility Pledge. Visitors are encouraged to “take the pledge” which then opts them into receiving NLT newsletters and adds them to our consumer database. We have used the 3 visitor information areas (Tahoe City Visitor Center, Kings Beach Visitor kiosk and the Farmers Market booth) to promote this program.

- b. Complete report on customer survey results; prepare recommendations.

No results to report.

8. Increase net revenue for Visitor Center.
 - a. Evaluate and modify inventory and sales strategies to improve results.

In progress. We have added 6 new local vendors and have added 2 new local artists featured on our monthly rotating art wall.

- b. Identify retail training opportunities and evaluate meeting space revenue possibilities.

In progress. We are developing a program for the spring that exposes our seasonal staff to local businesses, their merchandise, and services. Staff continues to evaluate revenue possibilities for the VIC meeting space. Due to COVID, meeting space demands have significantly been reduced and the space has been utilized for storing PPE equipment being distributed through the NLTRA.

9. Ensure proper signage is in place to entice visitation at the Visitors Center
 - a. Enhance Visitors Center with video features to entice customers to stay longer and engage with visitor information.

Staff have been rotating monthly local artists on the Visitor Center exhibit wall. Additionally, we continue to run NLT marketing videos on the TV monitor to showcase compelling and informative content. Several new publications have been added to the brochure rack next to the sofa area for visitors to browse, relax and read.

b. Increase international/multi-lingual offerings at the visitor's center. We have added marketing brochures in Chinese and Spanish including the Lake Tahoe Water Trail map in Spanish. Some Visitor Center staff members can speak German, Italian, Spanish, French and/or Austrian to accommodate visiting guests. Additionally, during the summer, NLTMC purchased light post banner advertising space in both Tahoe City and Kings Beach to promote the Traveler Responsibility Pledge. The banners were printed with the pledge in English on one side and Spanish on the other.

5.Capital Improvements, Planning, Infrastructure Housing & Transportation (4% budget)

NLTRA will create a Capital Improvements, Planning, Infrastructure and Transportation department in the Fiscal Year 21/22 for the benefit of North Lake Tahoe's Tourism-based economy. The Resort Association shall serve in an advisory capacity to Placer County in identifying the Infrastructure, Capital Improvements and Transportation projects and services that are necessary to enhance the tourism-based economy in North Lake Tahoe.

The formation of the Capital Improvements, Planning, Infrastructure and Transportation department has been on hold pending the hiring of a new CEO.

Capital Improvement, Housing, Transportation, Planning Infrastructure Tasks:

- Work with Placer County to evaluate both CAP Committee and the TOT Committee as required in the multi-year agreement with NLTRA and identify efficiencies to update the Placer County Board resolution in how both committees would move forward to achieve goals and objectives.
- Undertake activities to assist Placer County in implementing the NLT Tourism Master Plan (TMP) and assist Placer County in identifying and implementing the public infrastructure and operational improvements necessary for the benefit of the tourism-based economy in the Placer County portion of the North Lake Tahoe region.
- Collaborate with Placer County Department of Public Works, Placer County Transportation Planning Agency, Tahoe Transportation District, Truckee North Tahoe Transportation Management Agency and the town of Truckee in identifying opportunities for expansion of North Lake Tahoe transit programs and services.
- Regularly monitor and report on the status of projects and programs approved.
- Participate in community planning studies for capital improvement projects and programs that would benefit the tourism-based economy in North Lake Tahoe.
- Provide a recommendation to Placer County on the transportation services that are necessary for the benefit of the tourism-based economy in North Lake Tahoe for FY 21/22 and beyond. The recommendation shall include the objectives for each service program, a recommendation as to the schedule and routes for the various services and a recommendation on allocation of available TOT funding to each service.

- Provide support for the renewal of the sunseting two percent TOT in eastern Placer County that funds both the CAP and TOT Committees.

Research and Planning:

Annually NLTRA engages in Research and Planning activities that provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Capital Investment and Transportation projects, or efforts for further implementation of the adopted NLTRA Tourism Master Plan. Some of these opportunities arise during the fiscal year and would be brought to the NLTRA Board for consideration and approval, including the update and revisions of the Tourism Master Plan in FY21/22.

6. Business Association Contract Management & Oversight (5% budget)

NLTRA will begin funding and managing the North Tahoe Business Association (NTBA) and Tahoe City Downtown Association (TCDA) contracts that facilitate the key objectives in delivering a Main Street program for the Tahoe City and Kings Beach region including economic and community vitality, events, promotions, and marketing. The Main Street program is to support business and economic development in North Lake Tahoe.

Business Association Contract Management Tasks:

- Provide oversight and management of the contract and scope of work with NTBA and TCDA organizations.

[NTBA and TCDA quarterly reports and financials have been presented to NLTRA which has reviewed them in detail for adherence to the contract and scope of work for each organization.](#)

- NLTRA will work with NTBA and TCDA in identifying business and operational efficiencies that will benefit all organization's and provide for greater support to the North Lake Tahoe region

[NLTRA has worked closely with the individual NTBA and TCDA ED's to begin discovery of efficiencies that will benefit all three organizations. Discussions to date have centered on understanding funding for the short term.](#)

- NLTRA will work with both business association management teams in support of membership communication, marketing, and special events

[NLTRA has begun discussions on collaboration of membership communication, marketing and special events. This work is in the early stages of development.](#)