



**North Lake Tahoe Resort Association  
Attachment A  
Scope of Work - FY 2008/2009**

**Purpose**

The importance of tourism to the economy of North Lake Tahoe and Placer County has been documented in various studies over many years. Accordingly, the adopted mission of the North Lake Tahoe Resort Association (NLTRA) is to *"promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area."* The NLTRA services and programs summarized herein are consistent with this mission. It is recognized that the economy of eastern Placer County is vital to the overall economic health and well-being of all of Placer County.

Specific to the agreement and contract between the NLTRA and Placer County, the services provided by the NLTRA are as follows: the NLTRA shall 1) undertake activities to implement in full the *North Lake Tahoe Tourism and Community Investment Master Plan* (approved by the NLTRA Board of Directors June 8, 2004 and the Placer County Board of Supervisors July 26, 2004); 2) provide a full spectrum of management activities for tourism marketing and visitor services for the businesses of the North Lake Tahoe region.

The North Lake Tahoe Resort Association shall implement this Scope of Work through the following functions, services and programs:

**Resort Association Administration/Management Team**

The function of the NLTRA's administration and Management Team is to manage the full spectrum of Resort Association services and programs. These include, but are not limited to: consumer marketing and advertising, group/conference marketing and sales, leisure sales, special projects, events and promotions, public and media relations, marketing research and evaluation, visitor support services, visitor information services, and infrastructure and transportation development. NLTRA administration is responsible for managing the company's human resources, accounting and financial services, internal controls, budgets and forecasts, cash flow analysis, capital planning, and the accurate reporting required to support all of the NLTRA's functions and responsibilities. The NLTRA undergoes an annual review of its Financial Statements and an Independent Auditors' Report is prepared by a Certified Public Accountant each year.

## **NLTRA Tourism Division**

### **Marketing and Advertising, Group/Conference Sales, Leisure Sales, Special Projects, Events & Promotions, Public and Media Relations, and Visitor Information Services**

The mission of the NLTRA Tourism Division is to *"promote North Lake Tahoe as a travel destination with the purpose of increasing travel spending within the region, including year-round occupancy and length of stay, generating additional Transient Occupancy Tax (TOT) revenues, sales tax revenues and maximizing the exposure and promotion of North Lake Tahoe on a regional, national and international level."*

In the spring of 2007, the NLTRA prepared and adopted an update to its Three Year Marketing Strategy. This document provides direction and focus for the NLTRA's tourism marketing strategies and investments. It also summarized accomplishments associated with the previous Three Year Marketing Strategy (2005-2007). A similar review and update process will be conducted early in FY-2008/2009. The development and implementation of the NLTRA's annual marketing plans has its foundation in the Marketing Strategy document. The NLTRA also has an adopted Marketing Performance Indicators document which guides the tracking and reporting on Marketing "Return on Investment" (ROI) Indicators.

### **Key Performance Objectives**

- Increase marketing ROI performance, including Advertising Gross Impressions and Unique Visits to the [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) Web site.
- Increase number of Web site clicks to Lodging Properties.
- Continue to engage in communications with marketing partners, including lodging and attraction suppliers and co-op partners; conduct at least one annual "member and partners" workshop to review marketing strategies, investments and performance indicators and solicit feedback and input.

The following is a summary of the focus and activities of each department within the Tourism Division and a Key Performance Objective for each:

### **Group/Conference Marketing and Sales**

The purpose of this function and program is to increase the number of meetings held each year at North Lake Tahoe and to increase awareness of the region as a premier destination to the national and regional meetings industry. Specifically, the department works to develop conference and group business and provides referral and conversion services. Its efforts are focused in partnership with those properties, large and small, with the ability to book and serve group and conference business and are members of the NLTRA Conference Program. Department programs consist of an integrated media and marketing plan, trade show schedule, sales missions and familiarization tours, and client relations.

### **Key Performance Objectives**

- The Conference Sales Program will continue the work necessary to firmly establish Placer County and North Lake Tahoe in the regional and national meetings market, with the goal of increasing TOT and other revenues associated with group and meetings business.
- Improve competitive position, ease of navigation and quality of content on the NLTRA's Web site from the Conference Marketing and Sales program perspective; increase conference and group lead generation from the Web site.

### **Leisure Marketing and Sales**

The purpose of this program and function is to increase vacation and leisure travel to North Lake Tahoe. This effort focuses on building regional, national and international tourism business for the North Lake Tahoe region through a variety of trade shows, familiarization tours, promotional programs, training for travel and reservation agents, and media and public relations. The department targets three distribution channels for the sale of North Lake Tahoe vacations and vacation products: 1) direct to consumer; 2) travel agents; and, 3) tour operators.

The department serves as NLTRA's primary liaison with the cooperative tourism marketing programs available at the state level, in partnership with the California Travel and Tourism Commission (CTTC), an industry advocacy and cooperative marketing organization. These include contracted General Sales Agents (GSAs) in targeted countries. Leisure Sales also coordinates the marketing and sales of the NLTRA's popular Ski Tahoe North multi resort interchangeable lift ticket.

### **Key Performance Objectives**

- Host at least two trade FAMs per year, one with a summer focus and one with a winter focus; continue working with NLTRA's Public Relations team and GSAs to host multiple media FAM trips during the year.
- Increase number of Leisure Sales Site inspections.
- Work to increase awareness and sales of the Ski Tahoe North Interchangeable Lift Ticket.

### **Special Projects, Events and Promotions**

The purpose of the Special Projects Department is to develop and implement events, programs, and partnerships that drive increased visitation to North Lake Tahoe, with a focus, to the maximum extent possible, during "off peak" and shoulder seasons and times. Special Projects organizes and produces specific special events and promotions for which the NLTRA is the lead agency. The department also provides technical assistance and promotional support, as appropriate, to other special event producers in the community.

Special events produced and/or sponsored all or in part by the NLTRA include the Lake-Tahoe Autumn Food and Wine Festival, the Learn to Ski Program, Fabulous Fall Festival, and the Big Blue Adventure Race. The Department Manager also serves as

the in-house NLTRA Web Master, managing daily content updates and maintenance for the NLTRA's consumer Web site [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com).

### **Key Performance Objectives**

- Develop additional partnerships and events designed to expand the appeal and success of the Autumn Food & Wine Festival.
- Through partnerships, expand the calendar of events and promotion of the Fabulous Fall Festival.
- Continuously improve the [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) Web site, focusing on content (design, usability, copy, functionality) and features that will stimulate users to make [GoTahoeNorth.com](http://GoTahoeNorth.com) their first choice for Lake Tahoe information, lodging, vacation packages and related services.

### **Public and Media Relations**

This program focuses on efforts to increase public and media awareness of North Lake Tahoe as a premier year-round travel destination, to generate additional editorial coverage in national and regional publications and communication channels, and to help expand the reach of NLTRA marketing and advertising campaigns. Press kits are assembled on CD and distributed twice a year - winter and summer. Various media familiarization trips are organized and supported throughout the year, and assistance is provided to writers on assignment. The Public Relations team also: 1) helps support the Media Center on [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) to make it more useful to members of the media on assignment and/or those researching information about North Lake Tahoe; 2) provides input and support to the NLTRA's Video News Release (VNR) Program and various other electronic media efforts to ensure a consistent and accurate depiction of North Lake Tahoe; and, 3) helps provide information regarding NLTRA and its programs and activities in the local community and surrounding areas.

### **Key Performance Objectives**

- Increase the Advertising Equivalency of public relations efforts.
- Increase the number of media contacts and press releases downloaded from the NLTRA Web site.

### **Visitor Information Services**

The NLTRA's mission with respect to Visitor Information Services is to provide high quality, comprehensive and convenient information services to area visitors. This information and the way in which it is presented is intended to enhance the experience of North Lake Tahoe and encourage longer stays and/or return visitation. The NLTRA employs knowledgeable staff and conducts detailed training as necessary for new or seasonal staff. It is the goal of the NLTRA to continuously improve the quality of its visitor information services and expand the network of opportunities to provide such information.

The Tahoe City Visitor Information Center (open year-round) also provides referral services for NLTRA/North Lake Tahoe Chamber of Commerce member businesses and gives members an opportunity to display their collateral. The Center serves as a "front

counter" for Chamber membership services and provides a variety of public services, such as the sale of tickets for a variety of area special events. During the peak summer season, the NLTRA operates a Visitor Information facility in Kings Beach, located at North Tahoe Beach, near the intersection of highways 28 and 267 on property owned by the California Tahoe Conservancy.

#### **Key Performance Objectives**

- To increase the number of visitors served (walk-ins and telephone contacts) at the year-round and seasonal Visitor Information Centers.
- To work with the NLTRA Infrastructure Development program to expand the network of visitor information facilities within Placer County at North Lake Tahoe.

#### **Community Marketing Program**

The purpose of the Community Marketing Program is to help coordinate with and support the efforts of the NLTRA's community marketing partners; to improve the marketing and promotion of specific geographic areas within the region through the *Resort and Towns of North Lake Tahoe* component of the NLTRA's marketing efforts. Program goals include promoting community economic vitality and hospitality and helping to fund community marketing collateral and related projects, as identified in the NLTRA's adopted Community Marketing Program Grant Funding Criteria. A portion of the grant funds available is set aside to help support and promote regional special events. An important focus of the Community Marketing Program is to help ensure an enjoyable guest experience and stimulate return visitation to the area. Consistent with the NLTRA/Placer County contract, the Community Marketing Program is handled by the North Lake Tahoe Chamber of Commerce Advisory Committee, with the final approval of all grant recommendations by the NLTRA Board of Directors.

#### **Key Performance Objectives**

- To improve the quality and distribution of "in market" visitor information and achieve greater coordination of advertising and promotional messages with those of the NLTRA in drive and destination markets.

#### **Support for Other Marketing Programs**

Annually, by agreement with specific entities, the NLTRA provides financial and technical support as a partner in several regional marketing programs. These include the North Lake Tahoe Marketing Cooperative, Sierra Ski Marketing Council, Regional Marketing Committee, Placer-Lake Tahoe Film Office, North Tahoe Conference Center, and the North Lake Tahoe Wedding and Honeymoon Association.

#### **Visitor Support Services (Transportation) and Infrastructure Development**

In the spring of 2008, the NLTRA completed and adopted the annual update of its Integrated Infrastructure and Transportation Work Plan and Long Range Funding Plan. The Integrated Work Plan is an "action plan" for FY-2008/09 which includes project priorities, descriptions, lead agencies and other partners. It also estimates funding requirements, suggests time frames for project completion, and quantifies "flexible

funding” requests for transit projects. The Long Range Funding Plan (2008-2013) is prepared as a tool to assist in budgeting, evaluating additional projects which may be proposed, and establishing long-term investment priorities.

#### **Visitor Support Services (Transportation)**

The Visitor Support Services allocation provides the base funding for the NLTRA’s contributions to the operation of Placer County’s Tahoe Area Regional Transit (TART) system to provide additional transit services in the area, including added service during peak periods. This base allocation, along with “flexible funding” approved by the NLTRA and Placer County from the NLTRA’s Infrastructure Account, is also used to support North Lake Tahoe transit services operated by other providers in the event TART is unable to provide these services. These additional services currently include the North Lake Tahoe Airport Express airport shuttle and the Emerald Bay Shuttle (summer season only), and are operated under contract with the Tahoe Transportation District.

Visitor Support Services also funds annual peak season traffic management programs. Currently, the NLTRA’s traffic management efforts are in support of the “Tahoe City Three Lane Program” in winter. Traffic Management program opportunities continue to be explored for Kings Beach.

#### **Key Performance Objectives**

- That NLTRA transit service investments continue to result in increased passengers per vehicle service hour for the systems funded all or in part by the NLTRA, including components of the TART system.

#### **Infrastructure Development**

Consistent with the direction and goals of the adopted *North Lake Tahoe Tourism and Community Investment Master Plan*, and projects specifically listed in the adopted 2008/2009 Integrated Infrastructure and Transportation Work Plan and Budget, this department will continue to initiate, participate as a partner, and monitor and report on the status and progress of projects and programs funded through the Infrastructure Account.

#### **Key Performance Objectives**

- Achieve measurable progress in the implementation of Infrastructure projects for which funds have been budgeted in the FY-2008/09 Integrated Work Plan.

#### **Research and Planning**

Annually, the 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 Infrastructure and Transportation projects or other efforts to further implementation of the adopted *North Lake Tahoe Tourism and Community Investment Master Plan*.

## **Other NLTRA Services and Activities**

### **Preparation and Adoption of the new Regional Plan for Lake Tahoe by the Tahoe Regional Planning Agency (TRPA)**

The NLTRA continues its active involvement with efforts by the TRPA to complete work on a new Regional Plan for Lake Tahoe. Also referred to as PATHWAY by some, this is a planning process with significant ramifications for the NLTRA/North Lake Tahoe Chamber of Commerce membership and the NLTRA's many partners, including Placer County.

It is essential that the new Regional Plan spell out how the anticipated new water quality standards and regulations for Lake Tahoe (based on development and implementation of the Lake Tahoe Total Maximum Daily Load (TMDL), will be incorporated in the Regional Plan; also, how the Plan (and TRPA) intends to facilitate amendments to Lake Tahoe's Community Plans. During the regional planning process and associated "Place Based" planning process, it has become clear that these Community Plans must be expeditiously amended to allow for the review and implementation of "Community Enhancement Projects" (CEP), redevelopment and related "special projects." These projects are being designed to ensure that vital environmental, economic and sustainable community improvements are made in Tahoe's urban commercial districts. Lake Tahoe's Community Plans were adopted in partnership with the Basin's local governments. Accordingly, a local government planning process will also be required to implement the necessary changes. NLTRA representatives, including the President & CEO and Director of Community Partnerships and Planning, are actively involved in advocating for the appropriate outcomes of this complex regional and local planning process.

### **Key Performance Objectives**

- Continue efforts to ensure the new Tahoe Regional Plan will stimulate vital business and community investments and avoid inflexible regulations and stifling regulatory programs.
- Advocate and assist, as appropriate, with implementation of the Placer County/TRPA Community Enhancement Program, intended to help implement innovative mixed use and transit oriented development projects designed to achieve environmental, economic and community goals.
- Continue to work in cooperation with Placer County and other partners to support redevelopment and workforce housing goals and projects for North Lake Tahoe through the regional and local planning process.

### **Maintaining and Developing Partnerships**

The NLTRA will continue to use staff time and resources to maintain, enhance and develop new partnerships, so that NLTRA funds for infrastructure, transportation and marketing projects and programs are leveraged with other funds to the maximum extent possible. For infrastructure and transportation projects, this effort involves working with a variety of local, regional, state and federal agencies to help develop funding and implement projects. For marketing projects and programs, the NLTRA's Tourism

Division works with a variety of local, regional and state partners to develop and deliver leveraged investments and opportunities.

### **Partnerships with Placer County and Related Agencies**

The NLTRA is committed to continuously improving understanding, communications and the productivity of its partnerships with Placer County. These include work with the Placer County Executive Office and the Board of Supervisors, Department of Public Works and TART, Placer County Redevelopment Agency, Office of Economic Development, Planning, Public Information, Facilities Services, and Revenue Services; along with the Placer-Lake Tahoe Film Office, Placer Arts, Placer County Transportation Planning Agency, and the Placer County Visitors Bureau.

### **Other NLTRA Services Not Funded or Included in the NLTRA/Placer County Contract**

#### **North Lake Tahoe Chamber of Commerce**

The North Lake Tahoe Chamber of Commerce is operated under the umbrella of the NLTRA, which provides management, fiscal governance and program and policy support. The Chamber's mission is *"to take specific actions to help improve the opportunity for local businesses to achieve and sustain success; to promote business, tourism, and the economic, cultural and civic welfare of the greater North Lake Tahoe community."* Funding for the Chamber comes solely from memberships and program revenues. The Chamber promotes member businesses and community organizations and actively helps support the NLTRA's mission to provide quality visitor information. Chamber programs and events include educational seminars and workshops, community forums, membership mixers, [NorthLakeTahoeChamber.com](http://NorthLakeTahoeChamber.com), [NorthLakeTahoeJobs.com](http://NorthLakeTahoeJobs.com), luncheon programs, an annual business and community organization Expo, and an annual Community Awards Dinner.

In partnership with the Community Collaborative of Tahoe Truckee and the Truckee Donner Chamber of Commerce, the North Lake Tahoe Chamber is a sponsor of the ***North Lake Tahoe Truckee Welcoming Places Initiative***. In partnership with the North Tahoe Business Association and the Truckee Donner Chamber of Commerce, the North Lake Tahoe Chamber is a sponsor of the ***North Lake Tahoe Truckee Leadership Program***, produced in association with the Center for Collaborative Policy, California State University, Sacramento. In partnership with Sierra College, the Truckee Donner Chamber of Commerce and the Community Collaborative of Tahoe Truckee, the North Lake Tahoe Chamber is a sponsor of the ***North Lake Tahoe Truckee Customer Service Academy***.

***The Community Fund of North Lake Tahoe*** is unique among local charitable giving opportunities. It has been established by the North Lake Tahoe Chamber of Commerce, in collaboration with the North Lake Tahoe Resort Association, as a Field of Interest Fund through the Truckee Tahoe Community Foundation. The purpose of *The Community Fund of North Lake Tahoe* is to enhance the environmental, recreational, cultural and civic climate of the greater North Lake Tahoe area. It provides donors interested in making these types of community investments with the means to secure

tax benefits as allowed under U.S. tax codes for donations to a 501(c) (3) charitable organization.

A comprehensive set of Chamber objectives and actions in support of these objectives is described in the adopted North Lake Tahoe Chamber of Commerce Business Plan, updated for 2008/2009 in June 2008.