



North Lake Tahoe Chamber of Commerce Chamber Business Plan

May 2009

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

North Lake Tahoe Chamber of Commerce

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Introduction

History and Background

The North Lake Tahoe Chamber of Commerce has a long history of member and community service, dating back over 55 years. Through many changes in our region, in the states of California and Nevada, and in our nation, the Chamber has worked diligently to be an effective voice and advocate for the local business community. As we recall our past and look toward the future, we take this opportunity to thank the leaders and members of our business community who have contributed to the voice and sustainability of the North Lake Tahoe Chamber of Commerce.

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

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

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

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

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

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

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

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

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

Changes and New Realities

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

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

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

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

North Shore Chamber Consolidation

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

In the spring of 2006, NLTRA/Chamber staff presented a proposed Chamber Consolidation Plan to the Chamber of Commerce Advisory Committee and NLTRA Board. The Committee and Board directed staff to prepare a comprehensive Chamber Business Plan to help implement the consolidation process and provide a framework for improving and expanding the Chamber's resources, programs and services to better serve all of its members. The first edition of this Business Plan was finalized, recommended by the Chamber Advisory Committee, and approved by the NLTRA Board in December 2006. The Plan was updated and approved in July of 2007 and again in June of 2008. The FY-2009/10 Chamber Business Plan will be the fourth edition.

Funding for Chamber Operations and Programs

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

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

Role of the Chamber

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

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

Timeframe Addressed by this Plan

This document is the fourth edition of the Chamber Business Plan and is designed to guide the direction of the Chamber for FY-2009/10. It will continue to be evaluated and updated on an annual basis. The evaluation process shall include a review of the reports identified in Objective 5, and input from the membership, staff, CofCAC, and the NLTRA Board of Directors.



Review of FY-2008/09 Activities and Accomplishments

This period marked the third year of Chamber operations guided by an adopted Business Plan. Staffing has been “right-sized” with appropriate expertise and capacity, consistent with budget resources. At the start of this fiscal year, the Chamber had 624 members in good standing. As of this update, there are 635 members in good standing. While only a modest increase, in the context of the current economic climate, an increase rather than a decrease in membership can be considered an accomplishment.

Staff support for Chamber meetings and events has been appropriate, with assistance at events provided by Chamber Ambassadors, and, when necessary, by staff from the North Lake Tahoe Resort Association. The role of the Chamber Advisory Committee has expanded as the Committee has expressed an interest in a broader range of community issues, with the most recent example being Chamber involvement in issues related to the Tahoe Truckee Unified School District (at the request of members). Consistent with Chamber Business Plan Objective 4, the Committee has taken a leadership role in the development and implementation of coordinated “*In Market*” advertising and support for community based special events.

Economic Climate

Starting in the fall of 2008, clear signs of an impact from the national and global economic downturn were reflected in local indicators. A number of businesses closed, relocated or struggled harder than ever before to survive. Commercial vacancies in the North Lake Tahoe-Truckee region noticeably increased. The level of both seasonal and full time employment declined. Virtually no sector of the local economy was spared from these challenging times.

Chamber Actions in Response

Through a series of surveys and other member outreach, the Chamber actively sought to identify and provide modified and new programs and opportunities to support our membership, consistent with our adopted mission. Based on survey input, much of the Chamber’s focus has been on improving and increasing the opportunities for business to business marketing and promotion; also on educational programs and initiatives designed specifically in response to the challenges we all face. Several enhancements were made to the Chamber Web site to improve the site as a more flexible channel for member to member and member to community communications. Examples of our most popular **chamberEDucation** programs included *Enhancing Your Web Site and PR* and *Marketing 101*.

Other continuing Chamber programs during FY-2008/09 included the annual **Summer Recreation Luncheon**, **Winter Recreation Luncheon**, **Membership Luncheon**, **Chamber Community Awards Dinner**, **Business Expo**, **Member Business Directory**, **Teachers Award Luncheon Programs** (in partnership with the Incline Schools Academic Excellence Foundation and the public and private schools of Incline Village), and **promotional support for local holiday giving and shop local programs** (in partnership with several business and community organizations).

Special programs and activities during the year included educational outreach regarding the new alcohol ban on the Truckee River during 4th of July Weekend and other **local law enforcement issues** (in partnership with the Tahoe City Downtown Association, Placer County Sheriff's Department, California Highway Patrol and U.S. Coast Guard), participation in the **Entrepreneurship Summit at Sierra Nevada College**, a **business forum with the Tahoe Truckee Unified School District** regarding potential school closures, and co-sponsorship of **a series of election year forums and an economic forum in Incline Village** in partnership with the *North Lake Tahoe Bonanza*. *The Chamber also provide business and community outreach services for a* **Washoe County Housing Needs Assessment** conducted in the Incline Village-Crystal Bay area.

In the area of community initiatives, the Chamber continued its work on development and implementation of the **Community (Watershed) Sustainability Indicators Project**, in partnership with the Lake Tahoe South Shore Chamber of Commerce and with technical support from the U.S. Army Corps of Engineers (USACE), Sacramento District. Also in partnership with the Lake Tahoe South Shore Chamber and with technical support from the USACE, the Chamber launched a **Regional Plan Initiative**. This initiative is designed to assist the Tahoe Regional Planning Agency (TRPA) in drafting, analyzing and ultimately adopting an updated regional plan that realistically facilitates environmental, economic and community improvements in Tahoe's commercial core areas. In early 2009, the TRPA joined this initiative as a partner for the development of Phase II work products.

Also in early 2009, the Chamber took over management of the database and agenda distribution for the **First Tuesday Breakfast Club**. Another new initiative is Chamber support for the **Keep the Sierra Green Awards Program**, in partnership with the leaders of recycling programs in Incline Village, Town of Truckee, Placer County, Nevada County and the cities of Grass Valley and Nevada City. In the spring of 2009, the North Lake Tahoe Chamber began planning to re-energize the **North Lake Tahoe-Truckee Welcoming Places Initiative**. The goal of this effort is to develop a custom-designed curriculum and offer a course in Welcoming Places practices through the Customer Service Academy at the Sierra College campus in Truckee beginning in the fall of 2009.

On-going initiatives include the **Community Marketing Grant Program, North Lake Tahoe Truckee Leadership Program** (in partnership with the North Tahoe Business Association and the Truckee Donner Chamber of Commerce), **chamberEDucation**, and the **Community Fund of North Lake Tahoe** (in partnership with the Truckee Tahoe Community Foundation). The Chamber also continues its role in promoting public transit in the "Resort Triangle" of North Lake Tahoe-Truckee, with partners including the Truckee North Tahoe Transportation Management Association, TART, the Tahoe Transportation District and others.

The collapse of the Workforce Housing Association of Truckee Tahoe (WHATT) was a blow to business and community-based efforts to improve affordable housing choices

and availability in the region. At this point, there is no housing organization active at the regional level within the Resort Triangle. As noted above, the Chamber assisted Washoe County with outreach in connection with a Housing Needs Assessment conducted for Incline Village and Crystal Bay.

On the economic development front, Chamber Executive Director Steve Teshara is currently serving as a member of the **Placer County Economic Development Board** (through 2009). In partnership with this Board, the County Office of Economic Development has initiated a county-wide Economic Development Study, expected to be completed by the fall of 2009. In collaboration with the North Lake Tahoe Resort Association, the Chamber has provided input into the Town of Truckee's process for updating its Economic Development Implementation Strategies (winter/spring 2009).

Objective 4 - "In Market" Advertising and Promotion

Supported by Chamber staff, as well as members of the NLTRA marketing team, the Chamber of Commerce Advisory Committee engaged in active leadership and efforts to achieve the specific actions steps described in Objective 4.

During FY-2008/09, the Committee:

- 1) Worked to more clearly define and play a role in marketing, in cooperation with the NLTRA in its role as a Destination Marketing Organization (DMO); also worked with the NLTRA and its Marketing Committee and Board to advocate for an increased focus on community based special events. To achieve these goals, Committee members participated actively in a series of NLTRA marketing workshops and provided input consistent with Objective 4.
- 2) Led efforts on the part of the Chamber and its local business organization partners to improve the coordination and consistency of "in market" advertising and collateral. In addition to a level of improved coordination between the Chamber, NLTRA and collateral produced by local business organizations, there was a collaborative effort to produce a **Map of the Resorts and Towns of North Lake Tahoe**, the first edition of which was finalized and published for distribution in early 2009.
- 3) Developed, adopted and implemented improvements in the application form, as well as the grant solicitation and review process, for the Community Marketing Grant Program.

The improved coordination of "in market" collateral and related efforts had a positive impact on the Chamber's goal of improving the coordination and delivery of "in market" visitor information services, although more in support of this action step can and will be done. Chamber staff, working in collaboration with the NLTRA, have taken a more proactive role with local business organizations and community partners, attending Board meetings and serving on Committees or as liaisons, as appropriate.

Chamber Committee and staff representatives continue to participate in the NLTRA's Regional Wayfinding Signage Project. This project has proceeded more slowly than originally anticipated, in large part due to the number of agencies involved in the sign design and permitting process.

2008/2009 Chamber Business Plan Objectives and Actions

Objective 1

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

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

Actions

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

Timeline

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

Responsible Parties

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

Measurements

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

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

Timeline

Ongoing.

Responsible Parties

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

Measurement

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

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

Timeline

Ongoing.

Responsible Parties

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

Measurement

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



Objective 2

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

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

Actions

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

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

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

Timeline

Ongoing.

Responsible Parties

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

Measurements

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

Measurements

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

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

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

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

Timeline

Ongoing.

Responsible Parties

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

Measurements

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

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

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

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

By October, 2009.

Responsible Parties

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

Measurement

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



Objective 3

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

Actions

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

1] Workforce Housing

Specific policy and implementation partners to include: NLTRA, private sector developers of workforce housing; Town of Truckee, Placer County, Tahoe Regional Planning Agency, and Washoe County.

2] Workforce Development and Training

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

3] Enhanced Transit and Improved Community Mobility

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

4] Civic Welfare and Engagement

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

5] Economic Development, Redevelopment, Diversification and Sustainability

Specific partners to include: Placer County Office of Economic Development, Placer County Redevelopment Agency, TRPA/Placer County and Washoe County Community Enhancement Project Program, Town of Truckee, NLTRA/Chamber Community Partners (including the Economic Restructuring Committees of the Kings Beach/Tahoe Vista and Tahoe City Main Street Programs); The Lake Tahoe Watershed (Community

Sustainability Indicators) Project, and appropriate economic development agencies and organizations serving Incline Village and Crystal Bay.

For all of the above:

Timeline

Ongoing.

Measurement

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



Objective 4

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

Actions

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

- Continued identification and follow through on opportunities to more clearly define and play a role in marketing, including the marketing and promotion of community based special events, in cooperation with the NLTRA and its destination marketing partners.
- Greater consistency and coordination for In Market advertising and collateral with the North Lake Tahoe brand and related campaigns, including enhanced strategies for delivering the “brand promise.”
- The need for improved uniformity and coordination for North Lake Tahoe’s consumer marketing message, including enhanced Web site linkages.
- Improvements in our collective ability to highlight and showcase the *Resorts and Towns of North Lake Tahoe*.
- Opportunity to more effectively coordinate, promote, support, and grow special events, in particular, community-based special events.
- Providing a forum for coordinating and improving the quality of visitor information services, the visitor experience and opportunities to stimulate return visits.

To achieve this objective and actions described above, the Chamber and its partners will specifically undertake the following:

1] Continue collaborative efforts to improve and expand new, coordinated In Market collateral.

2] Continue collaborative efforts with the NLTRA Tourism marketing team, Marketing Committee, and Board of Directors to enhance the consistency of In Market advertising and promotion with the North Lake Tahoe brand.

3] Continue to expand the Chamber Committee’s focus on community based special events through the Community Marketing Grant Program and related event initiatives.

4] Work with the NLTRA as an advocate and supporter of improving the coordination and delivery of In Market visitor information services.

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

Timeline

Ongoing.

Responsible Parties

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

Measurement

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



Objective 5

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

Actions

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

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

Timeline

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

Responsible Parties

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

