TRAVEL NOCCO TAHOE NEVADA

STRATEGIC PLAN 2024 - 2027

A PIVOTAL MOMENT

As one of the oldest destination management organizations in the region, we have witnessed and shaped the evolution of Lake Tahoe as an iconic, global destination. When this organization was first founded, our mission was to encourage tourist visits and enhance occupancy revenues for our lodging facilities. Over time, as the destination and our organization matured, we incorporated sustainability and community partnerships more heavily into our work.

The impact of the COVID-19 pandemic on the region supercharged that evolution. We transformed our 'Mission, Vision, and Values' to put stewardship at the core of the work. We rebranded to become Travel North Tahoe Nevada. And we were leaders in the creation of the first Lake Tahoe Destination Stewardship Plan.

This is a pivotal moment for our organization and for the future of Lake Tahoe.

This strategic plan is the roadmap to fully integrate stewardship and sustainability into every facet of our operations. It will serve as our guide and our pledge to the communities we serve.

This plan calls for an increased emphasis on deep, strategic partnerships. It will require us to rethink and reshape how we allocate our resources, how we communicate with our stakeholders, and how we operate on a daily basis.

As an organization, we will continue to be unapologetic champions for taking the necessary steps to support a vibrant economy, enhance community character and foster environmental stewardship in the region.

We are proud to present our 2024-2027 Strategic Plan that will direct that work.



Andy Chapman President / CEO Travel North Tahoe Nevada



Claudia Andersen Board Chair, Travel North Tahoe Nevada CEO, The Parasol Tahoe Community Foundation



ABOUT THIS PLAN

This Strategic Plan provides a North Star for Travel North Tahoe Nevada (TNTNV) as we advance our mission over the next three years.

Five objectives— big ideas that must be accomplished to be successful—are at the center of the plan. Each objective is supported by a set of strategies designed to achieve the objective, and indicators that will measure progress. Over the course of the next three years, TNTNV will take on these strategies, annually prioritizing the work to be accomplished. The strategies are not meant to be an inflexible to-do list. Rather, they should be reviewed regularly to ensure the work specified continues to meet the indicators tied to each objective.

To create the plan, TNTNV retained Whereabout, a destination strategy firm, to facilitate the planning process. The first steps of developing the plan included gathering feedback from stakeholders on priorities, challenges and opportunities via an online survey and 1:1 interviews. This information was synthesized with national tourism trends and local data in a Strategic Perspectives Report that informed and guided the Planning Team—composed of members of the TNTNV Board of Directors and key TNTNV staff—in the planning work. Over two days of working sessions, the team drafted the Strategic Plan, which was then further revised and refined into this final document.

The core elements of the Strategic Plan are:

- » VISION: The future that TNTNV exists to create
- » MISSION: Our purpose, in service of the Vision
- » VALUES: The core beliefs that inform our work
- » POSITION: The key roles played by TNTNV
- » OBJECTIVES: Our strategic areas of focus for the next three years
- » INDICATORS: Our success metrics for each objective
- » STRATEGIES: The specific initiatives we will take on to meet our objectives and move the needle on our indicators

To ensure progress towards the objectives, The CEO and TNTNV staff will regularly track progress on strategies and indicators and communicate updates to the Board of Directors. Annually, the Board of Directors will review the objectives and strategies of the plan and determine if updates need to be made.



NORTH STAR

VISION

Preserve and enhance a vibrant and innovative destination by leading in stewardship and sustainability.

MISSION

Encourage destination experiences that support a vibrant economy, enhance community character and foster environmental stewardship.





LEAD

We lead innovative and sustainable tourism practices in Lake Tahoe, bringing together diverse partners to benefit the destination.

PROMOTE

We promote responsible visitation that enhances community character and powers a vibrant economy.



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SUPPORT

We advocate and support solutions and policies that create and strengthen a healthy local community that visitors desire to experience. This benefits residents, businesses and visitors.

PRESERVE

We model destination stewardship, preserving our community for generations to come.

ADAPT

Our tourism expertise spans decades. We demonstrate the ability to pivot, respond to crises and be nimble.

CREATE

We create the best possible visitor experience with the least impact, and maximize the economic and community benefits of visitation for our entire community.

POSITION

Travel North Tahoe Nevada is the primary voice for our local visitor economy:

- We are a destination management organization focused on stewardship and a healthy economy.
- » We deliver targeted and effective outreach campaigns that speak to the visitors we desire. We foster group sales that meet the needs of our stakeholders.
- We serve as a conduit and convener to bring key partners to the table.
- » We are a credible voice, sharing a point of view rooted in our core values.
- We are an educational resource, curating and sharing critical information to residents, businesses, and visitors alike.
- We serve an oversight role to garner adequate resources and a seat at the table.
- We deploy our resources responsibly and strategically to shape public perception, visitor behavior, and public policy in order to help guide a destination that is sustainable over the long term.



OBJECTIVE 1 AMPLIFY OUR MESSAGE

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- » Increase engagement with TNTNV communications across all channels.
- » Improve community sentiment towards tourism on resident survey.

STRATEGIES

1.1 Document our foundation of credibility

For TNTNV to achieve the depth of connection and relevance that it needs to make progress, it must help its stakeholders and partners recognize its standing and its identity. Partly, this will focus on continuing to clarify the role TNTNV plays now and has played in the past, before its new brand was rolled out. It will also depend on the ability to tell the story of its ongoing successes.

1.2 Identify and prioritize key messaging points to support our strategic goals

A necessary ingredient in any public communication effort is clear, concise, repeatable, and actionable messaging. In TNTNV's case, this will mean evolving its key brand foundational statements and program messaging to more clearly align with the organization's stewardship and sustainability goals.

1.3 Develop and implement strategic communications plan

Beyond messaging, the organization must create an organized plan for communicating its actions and successes with its many community and regional stakeholders. This will include a clear articulation of its audiences, their needs, the channels they respond to, and actions TNTNV wants them to take.

1.4 Create and implement grassroots community engagement plan

The people and organizations of Incline Village and its neighboring communities have struggled with the recent consequences of visitation, and this has caused a groundswell of "no tourists" activity. A face-to-face campaign designed to promote the value of visitor spending in tandem with TNTNV's destination management activity will help mitigate this risk.

OBJECTIVE 2 MAXIMIZE BRAND LIFT



- » Increase share of voice in regional tourism content.
- » Improve brand perception over 2024 benchmark.

STRATEGIES

2.1 Document and leverage TNTNV's differentiation from local and regional organizations

The number of travel and tourism-focused organizations around Lake Tahoe, on both sides of the Nevada/California border, is significant. The differences between these organizations are mostly clear to the organizations themselves but are not necessarily so to the businesses and residents of the North Shore. Sustained communication on the roles and responsibilities of each will be helpful in a multitude of ways.

2.2 Build awareness of TNTNV's contributions and efforts, including Co-op marketing efforts

Because the Co-op's marketing isn't present in local channels, many residents, stakeholders, and partners are unaware of the degree to which North Tahoe Nevada is being promoted, nor are they aware of the strategic timing and messaging meant to shape visitation patterns—not just create a gross increase in visitation. Likewise, many of TNTNV's contributions to local events and programs go unrecognized. A focused awareness campaign will bolster TNTNV's standing in the community and act as a proactive defense to questions about the role marketing and destination management plays for North Tahoe.

2.3 Develop a strategy to engage younger generations and create support for TNTNV's position

Both Gen Z and Millennials have shown an interest in sustainable tourism. Creating an engagement strategy that shares with these audiences the stewardship and sustainability activities of TNTNV can help drive more responsible tourism to the region and futureproof the destination for these growing segments.

2.4 Engage partners to amplify TNTNV message through their channels

Disseminating TNTNV's message through its own efforts will be a focus of this plan, but it will not be enough to create the reach necessary to help shape destination perception and visitor behavior. Working with its local and regional partners to leverage their owned channels will be key to further spread of TNTNV's key messages.

2.5 Engage local community groups to drive brand and mission awareness

Distributing brand messages via multiple channels can cover a wide range of the population, but it can also leave questions unanswered for many audiences. Direct engagement of locals through existing community groups and other venues can help create additional opportunities for dialogue.

OBJECTIVE 3 INVESTIN STEVARDSHIP

- » Improve resident sentiment on parking and trash issues.
- » Decrease ratio of visitor volume between peak and need periods.
- » Growth in toolkit participation.

STRATEGIES

3.1 Define TNTNV's role in the Lake Tahoe Stewardship Plan

The LTSP is a major, lake-wide initiative meant to put forth an aligned strategy for destination management and stewardship. It is incumbent upon TNTNV leadership—who actively participated in the drafting of the LTSP—to document how the organization fits into the larger plan, and how its own North Shore activity supports the region's goals.

3.2 Prioritize stewardship investment in dollars and resources

Any organizational plan must have a process and/ or device to help it make decisions going forward on its various priorities. Prioritizing stewardship in both the budgeting and operational planning processes will ensure TNTNV's work drives toward its stated stewardship goals first and foremost.

3.3 Create a toolkit with sustainability and stewardship messaging for partners

The stewardship approach to destination management is relatively new to the North Shore, and while many residents, organizations, and businesses understand it theoretically, many may not. A toolkit of materials, including messaging, signage, window decals, and so on, will be useful in explaining the organization's approach, gaining alignment in the immediate community, and spreading the message.

3.4 Partner with stakeholders to activate stewardship priorities

Enlisting partner organizations throughout the North Shore to help further the region's stewardship goals will be critical to their success and expand TNTNV's reach and influence on these important initiatives.

3.5 Allocate resources to distribute destination user volume toward need periods

A key aspect of destination stewardship is managing the ratio between peak visitation periods and off-peak or shoulder seasons. North Lake Tahoe doesn't need more visitors during peak season, but local tourism-oriented businesses would benefit from a more balanced visitation calendar that can be influenced through focused TNTNV efforts.

3.6 Advocate for and support regional transportation options

One of the intractable problems of the North Shore is transportation—in particular during high travel season. It is an issue that affects visitors and residents alike. While TNTNV has made immediate strides through its direct support of TART Connect, using its influence and reach to advocate for regional improvements will undoubtedly help move upgrades forward over time.

OBJECTIVE 4 LEVERAGE PARTNERSHIPS

- » Growth in partnership scorecard aggregate score.
- » Growth in number of "tables" TNTNV is participating in.
- » Increase in Net Promotor Score on TNTNV as a partner.

STRATEGIES

4.1 Develop a segmented and ranked partnership list with scorecard for optimization of partner relationships

The ability to appropriately leverage partnerships depends in large part on developing appropriate partnerships. To that end, TNTNV should create an assessment process to better define and articulate its own partnership needs, and to use that process over time to focus on and prioritize high-value partnerships.

4.2 Evaluate and update grant support program to align with strategic goals

As TNTNV aims to fund activity that improves the visitor experience and aligns with its stewardship goals, a new approach to grantmaking in the community is necessary to increase the awareness of and applications for grant support that are aligned with the organization's mission. This will include greater communication and publicity around available funds and funding programs; a tightened process for application and review, including how potential projects align with TNTNV goals; and improved reporting on the impact of the program.

4.3 Define pathways to include perspectives from the Washoe Tribe in our strategic direction

The geographic and spiritual center of the Washoe people is Lake Tahoe, and they have long held a responsibility to care for their home and environment. Given the growing importance of working together with Native American tribes across the western U.S., as well as the fact that a stewardship approach mirrors that of the Washoe, it will be critical to partner with the Tribe to mutually support the region's sustainability and stewardship efforts.

4.4 Develop a strategic public affairs plan

TNTNV's plans to grow its reach and increase partnerships will benefit from stronger relationships with government agencies and other organizations. A strong framework for how to approach those relationships will be a crucial part of the organization's success, especially working across state lines.

OBJECTIVE 5 FINE TUNE OUR OBJECTIVE 5

- » Year-over-year increase in funding.
- » Increase in Welcome Center engagement.
- » Decrease identified skill and capability gaps.

STRATEGIES

5.1 Develop strategies to increase critical funding streams

TNTNV's financial support from the Transient Occupancy Tax is capped at a rate that is insufficient to continue its ability to support and build the visitor economy of the North Shore. A key effort in growing this support will be to explore additional opportunities for funding support, potentially including new state funding, new federal funding, or newly increased funding from existing mechanisms.

5.2 Evaluate and reallocate Co-op marketing spend

Participation in the co-op marketing with North Tahoe Community Alliance has been, and continues to be, an effective vehicle for promotion of the businesses and hotels in and around Incline Village and Crystal Bay. Going forward, TNTNV would be well served to assess the impact of its marketing investment through the co-op and reallocate that investment when appropriate to maximize the benefit to its mission.

5.3 Align staffing and capability needs with the new strategic plan

This strategic plan lays out an ambitious set of activities for the next three years. As TNTNV looks to accomplish these activities, it will need to make sure it has the right people and skills within the organization to make progress. A capability assessment will be the critical first step in this process.

5.4 Leverage Welcome Center programming and increased awareness

The organization's decision to rename the Welcome Center property and emphasize its goal of helping visitors and residents alike is a progressive step toward greater community engagement. Furthering this through programming and leveraging of the TNTNV brand will be an important part of the organization's face-to-face relationship with the public, and a terrific venue for sharing its stewardship and sustainability point of view.

MANY HANDS MAKE LIGHT WORK

Partnership is core to our work at Travel North Tahoe Nevada. The creation of this plan, and more importantly, its implementation in the coming years would not be possible without the support of many different individuals and organizations bringing their expertise to bear in service of the Travel North Tahoe Nevada mission.

In particular, we would like to thank our Board of Directors for their leadership and vision throughout this process:

- » Claudia Andersen (Parasol Tahoe Community Foundation), Chair
- » Bill Watson (Thunderbird Lodge), Vice Chair
- » Blane Johnson (Sun Bear Realty), Treasurer and Secretary
- » Pascal Dupuis (Hyatt Regency Lake Tahoe), At Large
- » Eric Roe (Crystal Bay Casino), At Large

Our staff has been a source of inspiration and institutional memory in guiding the refinement of our organizational positioning and the specific strategies and tactics. Thank you to our staff, including:

- » Andy Chapman, President / CEO
- » Greg Long, Chief Operating Officer
- » Bart Peterson, Director Of Sales
- » Michele Nelson, Gift Shop Manager
- » Mary Becker, Bookkeeper
- » Kim Warren, Executive Assistant

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- » David Bunker, The Abbi Agency
- » Owen Truesdell, The Abbi Agency

We are grateful to have partners and leaders who support our success as an organization and are committed to ensuring that Travel North Tahoe Nevada can continue to do important work on behalf of the community and Lake Tahoe.



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OUR PARTNERS

