

# Nevada County

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## Strategic Tourism Plan-Marketing



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## Project Overview

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### Introduction

Nevada County is one of California’s famous gold rush areas. The county comprises 978 square miles and is home to approximately 95,000 people. Incorporated towns include Nevada City, Grass Valley and Truckee, along with smaller towns such as Rough and Ready. The region is rich in history and recreation and has recently developed a wine industry. These combined elements along with a unique local culture have fostered a tourism industry that sees \$286 million annually in travel spending by visitors to the area.<sup>1</sup> Nevada County has two distinct regions, West County and East County, separated by the Sierra Nevada Crest. As such, the region as a whole has had challenges developing a unified approach to maximize its competitiveness in a very competitive industry. Most recently the Board of Supervisors allocated funds for the development and implementation of a range of marketing services including the development of the following Strategic Tourism Plan to help guide their efforts in a comprehensive and systematic way. To that end, Switchback Public Relations + Marketing, Inc. (Switchback) and the Strategic Marketing Group (SMG) have developed the following plan to guide Nevada County’s efforts moving forward.



### Project Goal

To assist Nevada County in developing a Strategic Tourism Plan to focus its tourism industry in order to improve the overall competitiveness of the destination.

### Project Objectives

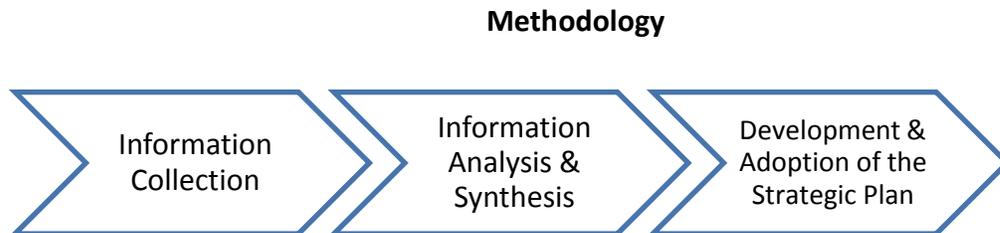
1. To solicit county-wide input in the development of the Strategic Tourism Plan.
2. To identify areas of common interest between east and west county in an effort to strengthen Nevada County’s overall competitiveness.
3. To develop marketing infrastructure including a Nevada County brand, Web site and basic marketing programs designed to effectively promote the area.

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<sup>1</sup> California Travel Impacts 2009

## Methodology

In considering the development of a Strategic Tourism Plan, Switchback and SMG have identified a three phased process vital for the successful development of this plan.



### Phase 1- Information Collection

Collect all relevant primary and secondary information from key persons related to tourism and the local tourism industry. To this end Switchback and SMG hosted two tourism workshops, one on the east slope and one on the west slope, to solicit input on pertinent tourism issues. Switchback has also held one-on-one meetings with key stakeholder groups from throughout the county who wished for additional opportunities to provide input outside of the tourism workshops. This information was integrated into the strengths and weaknesses section of the plan as well the Nevada County products analysis and the core strategies for the plan. Additionally, all available collateral and tourism related information were reviewed in the preparation of this plan.

### Phase 2- Information Analysis & Synthesis

Review and analyze collected information, synthesizing it into a cohesive Strategic Tourism Plan.

### Phase 3 – Develop the Strategic Tourism Plan

In this phase Switchback and SMG developed a Strategic Tourism Plan that outlines how Nevada County and the local tourism industry can guide their tourism efforts to increase the competitiveness of the destination. The plan was developed to include the following sections:

**Part 1: Elements of Tourism-** Includes an overview of the elements and benefits of tourism that can benefit Nevada County from a big picture perspective.

**Part 2: Situation Analysis-** An overview of the current situation with regard to the tourism trends within the California Tourism market, the California economy and key social trends that impact tourism in general and specifically within Nevada County.

**Part 3: Tourism Impact in Nevada County-**Includes an overview of the tourism spending in Nevada County as well as competitor counties and spending share changes.

**Part 4: Nevada County Tourism Product Analysis**-Includes an overview of the tourism products and experiences available within Nevada County.

**Part 5: SWOT Analysis**-Includes a strengths, weaknesses, opportunities and threats analysis with regard to the tourism industry in Nevada County.

**Part 6: Mission, Goals and Objectives**- Includes marketing plan mission, goals and objectives for the marketing plan.

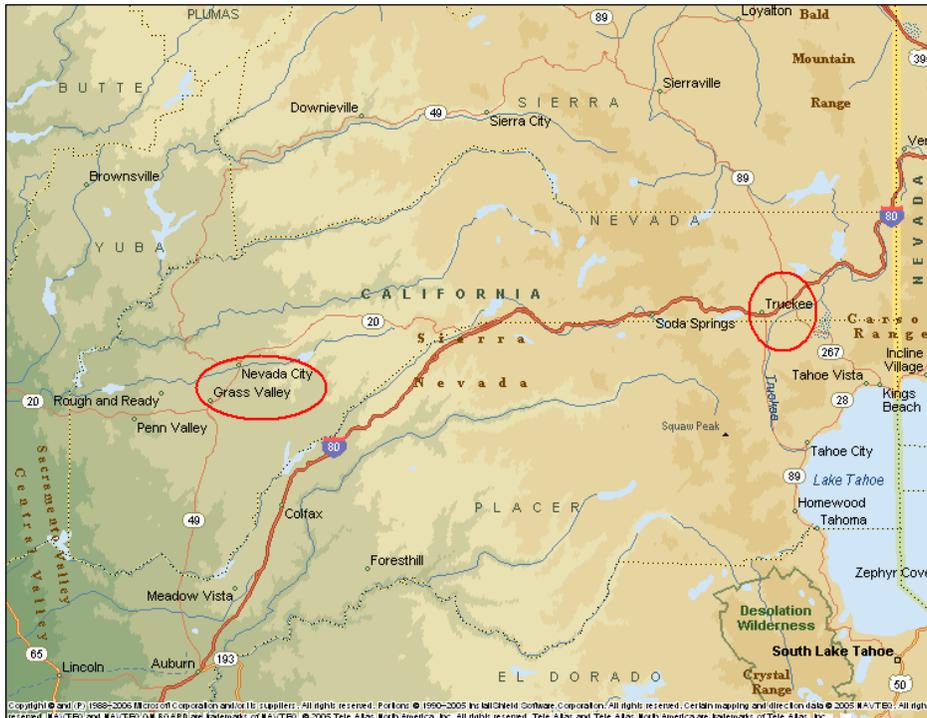
**Part 7: Destination Strategy**-Overview and discussion of the marketing strategy

**Part 8: Implementation Action Steps**-Action steps to implement the marketing plan.

## Project Area:

Nevada County is located 60 miles from Sacramento and 88 miles from Reno and is accessible by all-weather highways and has two general aviation airports. The west slope is accessible by Sacramento International Airport and the east slope is accessible via Reno-Tahoe International Airport.

**Nevada County Area Map**



## Part 1: Elements of Tourism

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When considering tourism in general and Nevada County specifically, it is important to understand the elements that comprise the tourism experience. These elements are outlined by McIntosh, Goeldner and Ritchie<sup>2</sup>, and include the following:

Tourism Element	Characteristics
1. Natural Resources	Natural assets unique to the region.
2. Infrastructure	Air access, roads, utilities, etc. All elements that help support the visitor's experience.
3. Hospitality	Human elements that interact and serve the visitor.
4. Visitor Services	Hotels, F&B and retail services designed to assist the tourist.
5. Attractions	Natural and built facilities, events and local residents that provide visitors with experiences.
6. Organizational	Organization and processes that work to attract visitors to the destination using a variety of promotional techniques.

It is clear that Nevada County has significant tourism elements including area history, outdoor recreation and agriculture as well as special events and local culture. Beyond these elements there are significant opportunities in county tourism efforts working in a more cohesive manner to maximize the competitiveness of the area.

In addition to the above tourism elements, it is important to recognize that these elements in and of themselves are not enough. In order to truly maximize the area's efforts, the following support is needed:

- *A market-focused and market-driven strategy*

Too often organizations and regions can lose focus on marketing efforts and become concerned with political agendas.

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<sup>2</sup> Tourism, Principles, Practices and Philosophies, and the Strategic Marketing Group

- *Funding*

In order to realize its stated goals, tourism efforts need to identify the necessary funds to achieve the identified goals.

- *Cooperation*

All elements including the public and private sector need to foster cooperation and the greater community.

- *Vision*

By making the investment in developing the marketing plan, website, and county wide brand the Nevada County Supervisors can provide a vision for the greater community.

## **Community Benefits**

If all of these components work in unison along with the necessary resources and funding, Nevada County and the local community should benefit in a number of areas including:

- *Enhanced quality of life*

Recognition of the importance of protecting natural elements which add to visitor satisfaction as well as local quality of life.

- *Improved infrastructure and local services*

Tourism generated tax dollars can play an important role in municipal and county funding for local services.

- *Jobs and business improvement*

Tourism often adds to the revenues that, in turn, increase employment and strengthen local business. The enhanced image and economic development value will help to attract and retain business entities.

- *Positive Return on Investment (ROI)*

The combined benefits derived from a unified tourism promotion effort can provide a positive ROI over the long-term for the entire community.

## Part 2: Situation Analysis

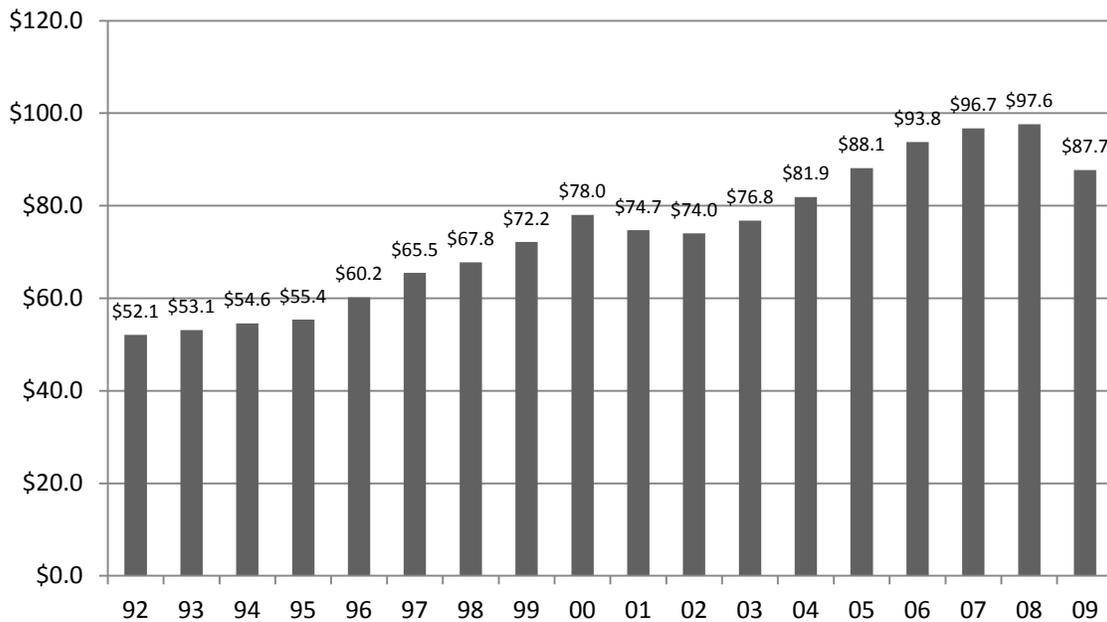
Within the travel and tourism industry, significant changes have occurred as a result of the economic downturn. As a result there has been a significant economic impact on travel to California. Overall travel spending has fallen from \$97.5 billion in 2008 to \$87.7 billion in 2009. Below is a summary of the key tourism, economic and demographic trends that will help to provide a comprehensive context for the development of Nevada County’s strategic direction.

### A. Tourism in California

Each year, millions of California residents and visitors travel within the state to experience its variety of attractions, scenic beauty and local culture.

- According to the state of California, \$87.7 billion was generated by direct travel spending in 2009, a -10% decrease over the preceding year. **Note that this was the first ever decrease in percentage change.**
- The long-term trend 1992-2009 shows that travel spending on the average has increased about 3.3% annually, unadjusted for inflation, since 1992. Additionally, through 2008 this travel spending translated into 881,000 jobs.

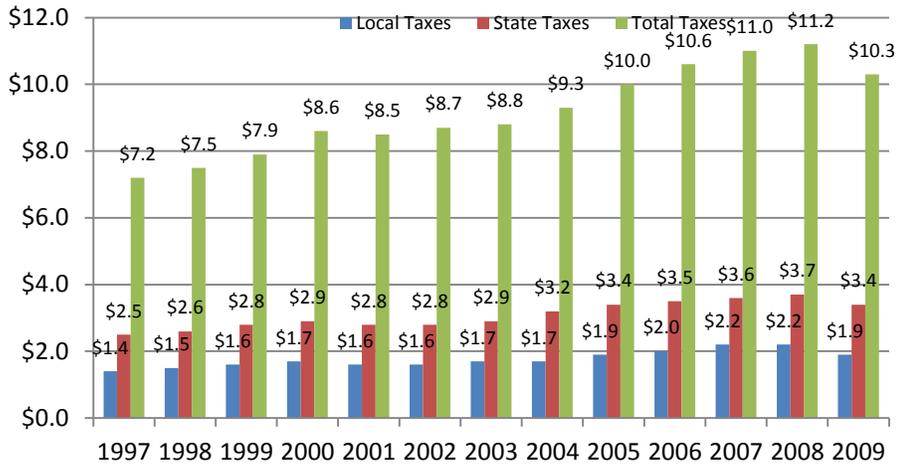
**Figure 1**  
**California Travel Spending**  
**1992-2009**  
**(\$ Billions)**



Source: Dean Runyan Associates

As a tax generator, tourism generated approximately \$5.3 billion in revenues for state and local governments. Figure 2 below outlines the tax revenues generated by travel spending within the state since 1997.

**Figure 2**  
**California Tax Revenues Generated by Travel Spending**  
**1997-2009 (\$ Billions)**

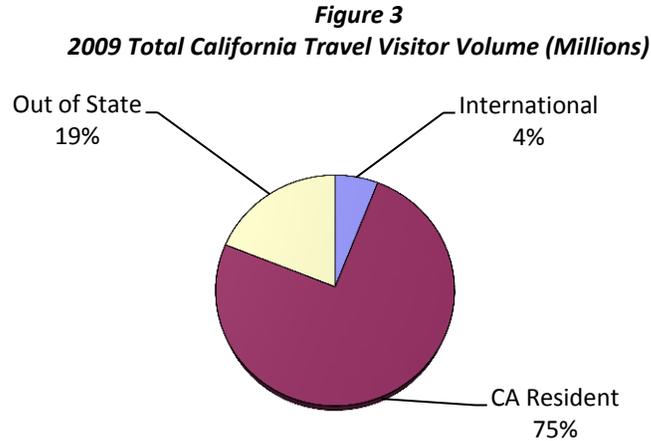


Source: Dean Runyan Associates

**\* According to "California Travel Impacts by County Report" It should be noted that local taxes throughout California have not had any significant growth since 1997 compared to the steady growth in state taxes over the same time period.**

## Total California Travel

In terms of tourism trends within the state, visitor volumes have been fairly consistent over the past several years with Californians representing the lion's share of the state's travel and tourism industry. In 2009 (the most recent year's data available), the state of California received an estimated total of 195.5 million "person trips" to and through the state. Of these, total "person trips," 144.9 million or 75% were made by California residents, 38.1 million or 19% were made by U.S. resident out-of-state visitors, and 12.5 million or 6% were made by international travelers.



Source: California Travel & Tourism Commission

With regard to business and leisure travel within the state, approximately 75% of individual "person trips" are for leisure purposes and 25% are for business.

## Selected Tourism Data

The following are selected domestic California Visitor data.

**Table 1**  
**California Travel Data**

	Resident	Non-Resident
<b>Average Age</b>	44	44
<b>Average Income</b>	\$94,182	\$96,291
<b>Children in Family</b>	44%	39%
<b>Length of Stay</b>	1.28	4.4
<b>Generation</b>		
Millennial (1981-present)	16%	17%
Gen X (1965-1980)	37%	38%
Boomers (1946-1964)	34%	32%
Silent (1930-1945)	12%	13%
<b>Top CA DMO's</b>		
Los Angeles	39.7%	
SF-Oakland-SJ	19.9%	
Sac- Stockton-Modesto	13.9%	
<b>Top State Visitors</b>		
Arizona		16.4%
Nevada		11.9%
Texas		8.9%
Washington		6.9%
Oregon		4.6%

Source: California Travel and Tourism Commission

## B. California Economic Trends

Overall the state of California has seen excellent economic growth over the past decade. This growth has helped to fuel travel in California by the resident population, as illustrated below. It should be noted that California unemployment is now at 12%.

It is assumed the state of California provides a significant volume of visitors to Nevada County. Below is a summary of economic trends for California.

**Table 2**  
**California Economic Indicators**

	2001	2002	2003	2004	2005	2006	2007	2008	2009
GDP (% Change)	1.5%	1.2%	1.9%	2.2%	2.2%	2.5%	2.9	-1%	
Unemployment % (California)	5.4%	6.7%	6.8%	6.2%	5.4%	4.9%	5.4%	7.2%	11.6%
Unemployment % (United States)	4.7%	5.8%	6.0%	5.5%	5.1%	4.6%	4.6%	5.8%	10.2%
Personal Income Growth (Real)	.7%	-.03%	1.4%	3.9%	3.0%	4.7%	3.1%	2.0%	1.4%
Consumer Price Index	3.9%	2.4%	2.3%	2.65	3.7%	3.9%	3.3%	3.4%	-.3%

Source: State of California, Department of Finance



### **Plan Insight**

It is anticipated that while Nevada County has excellent proximity to consumer markets in Northern Nevada, the greater Bay Area and Central California, the destination is feeling and will continue to feel the negative impact of the economic situation that currently exists within the state and the country.

## C. Travel, Social and Cultural Trends

In addition to the changing economic and demographic characteristics, several social trends are also impacting travel and tourism throughout the country, as identified by the Travel Industry Association (TIA) below. From this list, Switchback and SMG have outlined the primary trends having the most significant strategic impacts on tourism to Nevada County.

**Figure 4**  
**Travel, Social, & Cultural Trends**



### Primary Trends

- **Value is the new normal**

There can be no doubt about the marketplace shift to a more value orientation. This “new normal” is being experienced throughout all aspects of the industry and as such it is critical for members of Nevada County to work toward effectively developing and communicating the value the destination offers.

- **The Internet and travel**

Travelers nowadays are very computer savvy. Two thirds (65%) of the 98.3 million travelers who are online (63.8 million) used the Internet to make travel plans. Use of the Internet to actually book travel continues to increase, with 45% of all travelers now online having made travel reservations on the Internet during the past year. That translates to 44.6 million who booked online.

The majority (83%) of online bookers are using the Internet to do at least half of all their travel booking. Eighty-two percent of online travel bookers say they bought airline tickets for a trip taken in the past

year, 67% booked overnight lodging accommodations, and 40 % made rental car reservations. Social media marketing has also become an integral part of the tourism marketing mix. With Facebook now having over 500 million participants worldwide and other sites including Trip Advisor, Youtube and Yelp seeing increased visitation, tourism promotion efforts should shift accordingly.

- **Environmental issues are a priority**

Americans are increasingly more interested in environmental issues. These issues impact the selection of destinations as well as the selection of activities while on vacation. Those destinations that place a strong emphasis on the environment will have a competitive advantage over those that do not. Correspondingly, the rural atmosphere has taken on more significance as travelers become more directly involved in rural activities.

- **Time poverty/hectic lives equal shorter trips**

As people become increasingly pressed for time due to the hectic nature of their lives, the impact is seen on vacation and travel. As has been written many times, vacation trips have become significantly shorter in duration. Additionally, consumers are looking for hassle free vacations placing greater importance on ways of booking, and travel to and from destinations.

- **Shorter booking windows**

One of the major changes that have occurred within the tourism industry is the ever decreasing booking window. In the past travelers would plan and book their trips with a significantly longer time frame between the time they booked and the time of their vacation, now that window has decreased significantly. This trend has broad implications for the tourism industry. Shorter booking windows make it more difficult to gauge future demand and plan accordingly.<sup>3</sup>

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<sup>3</sup> For the last few years now, the research to booking window has expanded, but the booking to travel timeframe has significantly decreased. While travellers are often holding out until the last minute for the best deals, thanks largely in part to the poor economy, Google's tools indicate that it doesn't mean hotel internet marketing efforts are failing. /ehotelier.com



### **Plan Insight**

All of the major trends including value, the Internet, the environment and shorter trips play favorably for Nevada County. The following travel and social trends have several positive implications Nevada County tourism promotion efforts as outlined below:

- **Internet and online travel planning**

With the majority of consumers using the Internet for travel planning, as well as participating in social media sites like Facebook and YouTube, it is imperative that Nevada County (specifically those with the responsibility), continually update and improve its Web site and online and social media efforts in order to compete effectively and to reach target audiences.

- **Value is the New Normal**

The growing concern for value allows Nevada County to offer visitors value throughout the region.

- **Shorter trips/weekend travel**

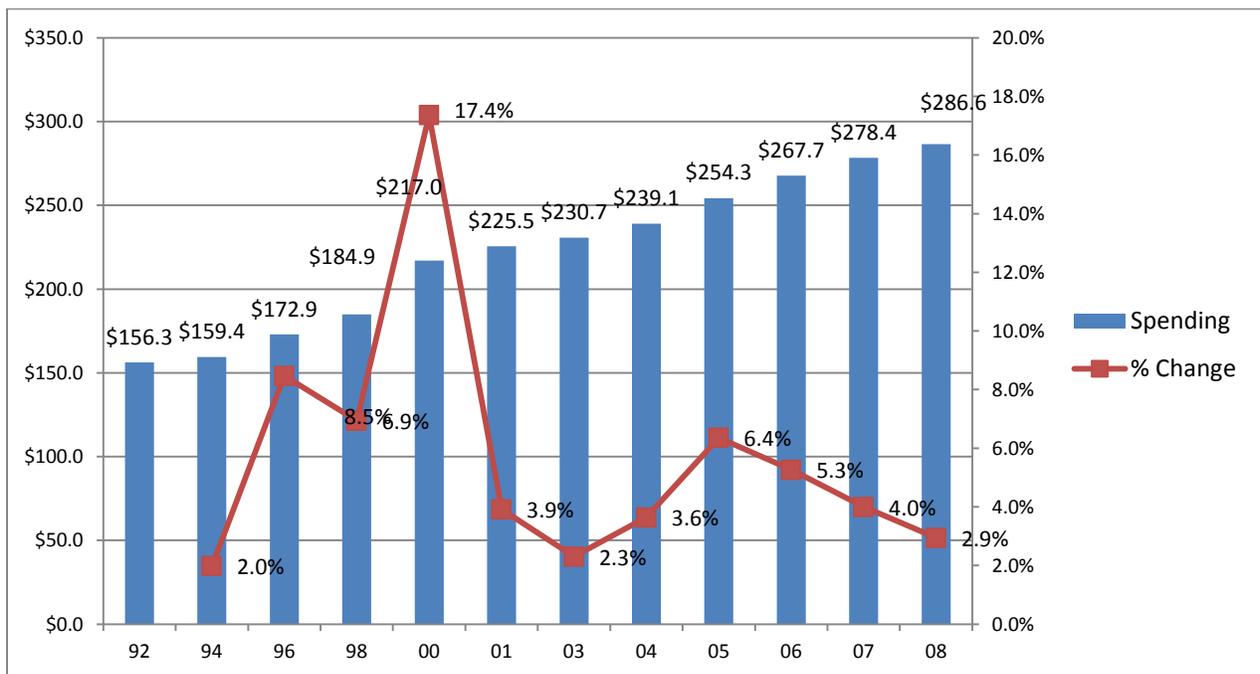
Nevada County's geographic location with close access to major consumer markets makes it convenient for the large number of potential visitors residing in those geographic areas.

## Part 3: Tourism Impact in Nevada County

### I. Size and Scope of the Nevada County Market in Perspective

Within the state of California, Nevada County as a whole generates approximately \$286 million in travel spending<sup>4</sup>. The 1992 through 2008 trend is found below in Figure 5.

**Figure 5**  
**Nevada County Visitor Spending**  
**1992-2008**  
**(\$ Millions)**

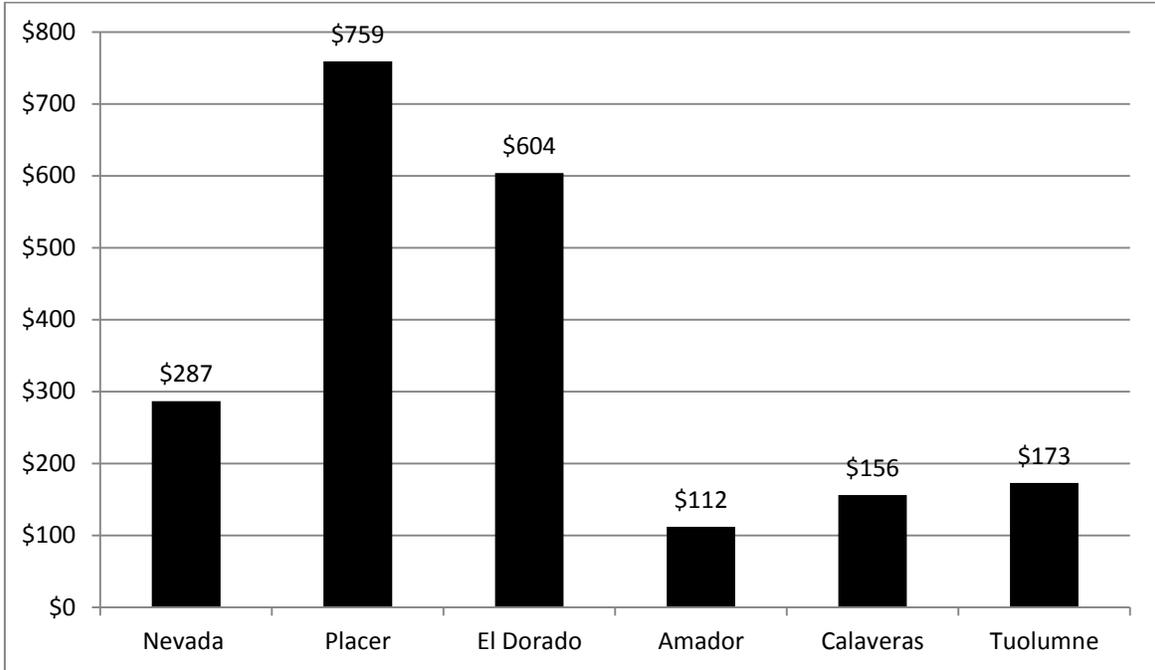


Source: Dean Runyan Associates

Increases in visitor spending have averaged approximately 3.2% annually during the 1992-2008 timeframe, below the 4.2% state of California average. In terms of overall tourism spending, as compared to competitive areas in Northern California, Nevada County is comparable to Placer, El Dorado, Amador, Calaveras, and Tuolumne County as illustrated on the following page.

<sup>4</sup> California Travel Impacts by County 1992-2008

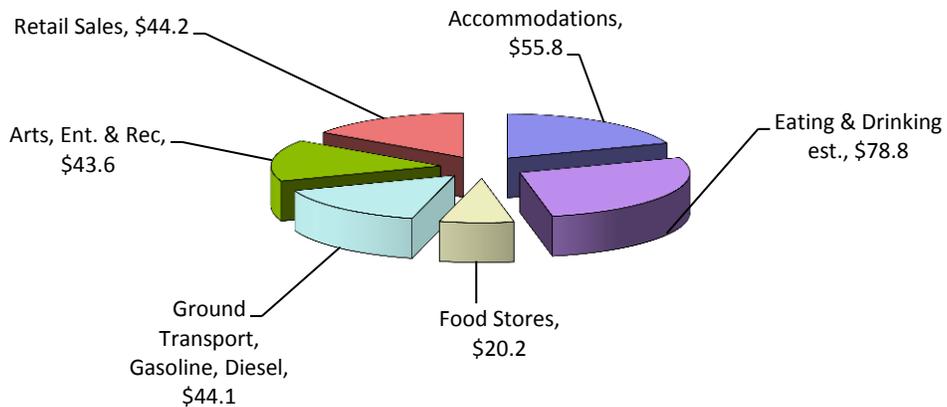
**Figure 6**  
**Travel Spending By Selected County**  
**(\$ Millions)**



Source: California Travel Impacts by County  
Note: El Dorado County includes South Lake Tahoe

With regard to how those travel dollars are spent, Figure 7 below identifies travel spending by type of business service.

**Figure 7**  
**Nevada County Travel Spending by Type of Business Service**  
**(\$ Millions)**



Source: California Travel Impacts by County, March 2008

As can be seen accommodations are the second largest expenditure at approximately 23% of visitor spending.

Table 3 below illustrates the share of travel spending among Nevada County and its key competitors.

**Table 3**  
**1992 vs. 2008 Key Competitor Travel Spending Share Change**

County	1992 Spending (\$ Millions)	%	2008 Spending (\$ Millions)	%	Share Change
Nevada	\$159.3	13.59%	\$286.6	13.70%	0.11%
Placer	\$348	29.68%	\$760	36.33%	6.64%
El Dorado	\$425	36.26%	\$604	28.89%	-7.37%
Amador	\$54	4.60%	\$112	5.36%	0.76%
Calaveras	\$86	7.30%	\$156	7.45%	0.15%
Tuolumne	\$100	8.56%	\$173	8.27%	-0.29%
<b>Total</b>	<b>\$1,172.0</b>	<b>100.00%</b>	<b>\$2,091.8</b>	<b>100.00%</b>	

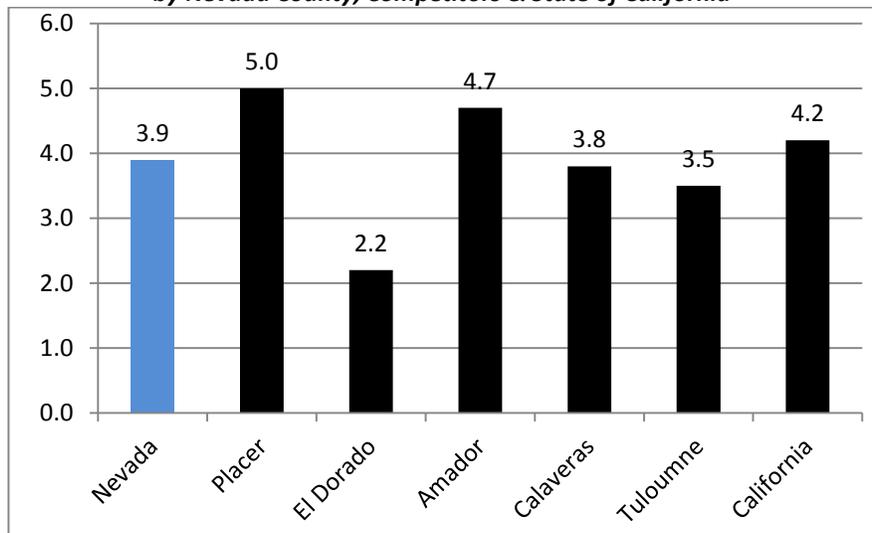
Source: California Travel Impacts by County

It should be noted that Placer County had the most significant share change while El Dorado County had the worst. Nevada County share of travel spending revenue was off by less than 1%.

## II. Travel Spending Growth Rates

Over the long-term growth during 1992-2008, travel spending in Nevada County averaged 3.9% annually. This average annual growth rate exceeded El Dorado, Calaveras and Tuolumne County, the competitors analyzed in this study, but was below the state average of 4.2%.

**Figure 8**  
**1992-2008 Average Annual Travel Spending Growth Rate  
by Nevada County, Competitors & State of California<sup>5</sup>**

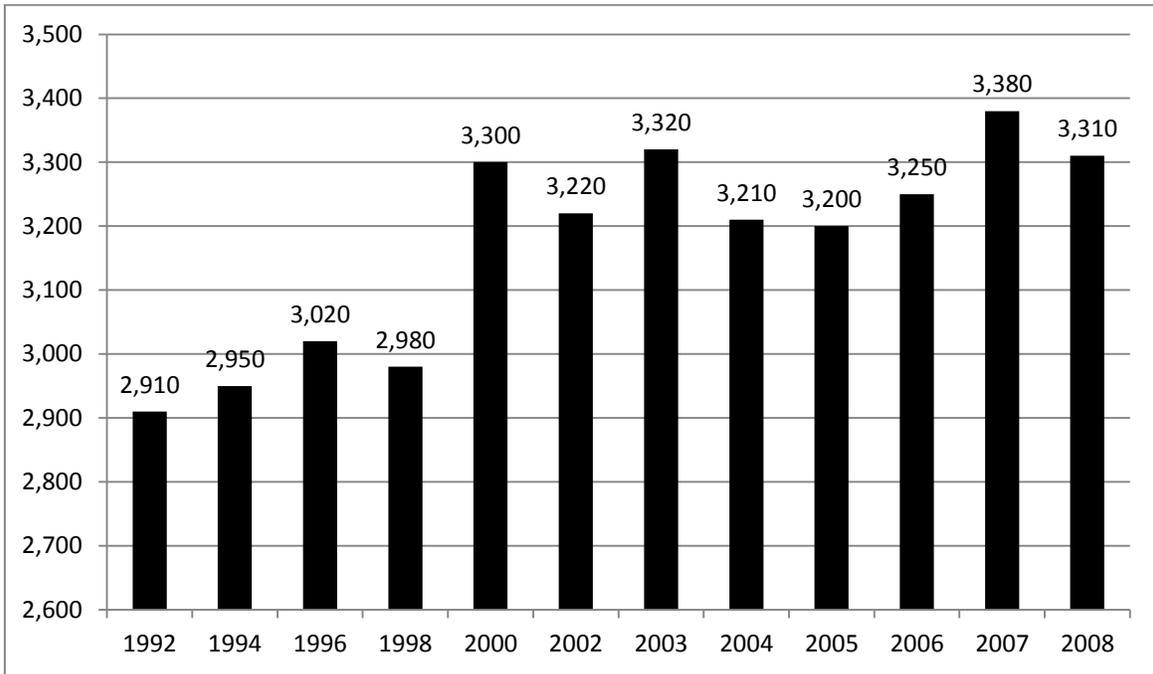


<sup>5</sup> California Travel Impacts by County 1992-2008

Source: California Travel Impacts by County

In terms of job creation, in 2008 travel spending in Nevada County generated approximately 3,310 jobs. The number of jobs generated by travel spending peaked in 2007, since then employment has fallen 25 percent to current levels

**Figure 9**  
**Employment Created by Travel Spending**

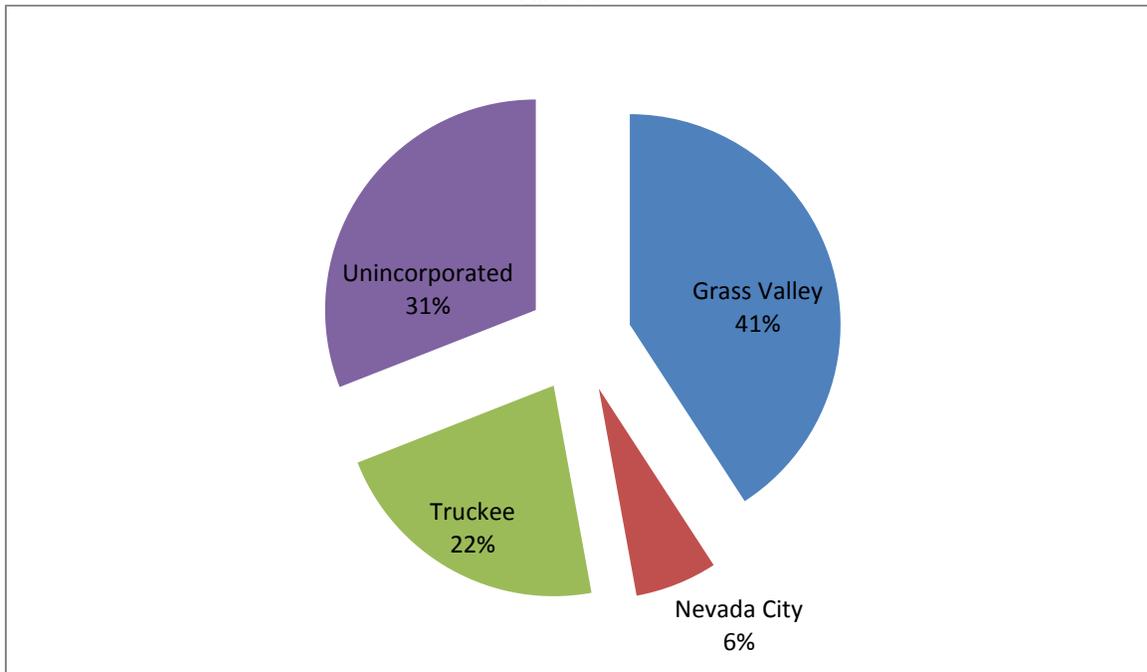


Source: California Travel Impacts by County

### III. Sub County Trends

In an effort to get some level of understanding of business and tourism trends at the sub county level a review of taxable sales provides some insight. The unincorporated area as well as Nevada City, Grass Valley and Truckee combine to generate approximately \$983M in taxable transactions throughout the county. As can be seen below Grass Valley generates 41% of taxable sales, followed by the unincorporated area of the county at 31%, Truckee at 22% and Nevada City at 6%.

**Figure 9A**  
**Nevada County Taxable Sales 2009**  
**All Outlets**



Source: California State Board of Equalization

Overall taxable sales transaction between 2006 and 2009 (the most recent complete year data available) has seen taxable transaction fall by 27%. Also during that time Grass Valley and Truckee have seen their share of taxable transaction increase while Nevada City has declined by 2% and the unincorporated area has seen its share decline by 3%.

**Table 3A**  
**Taxable Sales Transactions in Thousands of Dollars 2006-2009**  
**All Outlets**

	2009 Share		2008 Share		2007 Share		2006 Share		Share Change
	Value	%	Value	%	Value	%	Value	%	2009 vs. 2006
Grass Valley	401,342	41%	463,956	39%	519,801	39%	500,094	37%	4
Nevada City	62,008	6%	89,121	8%	91,280	7%	108,721	8%	-2
Truckee	215,503	22%	259,004	22%	290,036	22%	286,339	21%	1
Unincorporated Area	304,367	31%	375,248	32%	419,724	32%	459,480	34%	-3
<b>Total</b>	<b>983,220</b>	<b>100%</b>	<b>1,187,329</b>	<b>100%</b>	<b>1,320,841</b>	<b>100%</b>	<b>1,354,634</b>	<b>100%</b>	

Source: California State Board of Equalization, SMG



### **Plan Insight**

Given the size and scope of destinations available to the Northern California market, it is clear that Nevada County is a niche destination and as such must effectively target key segments and create a clear sense of differentiation to those visitor segments.

Promotional efforts must focus on defensible attributes that provide the destination with some level of competitive advantage (i.e. combination of attributes, brand feel, etc.).

It is also important to note that overall business trends as measured by taxable transactions have seen the County lose revenues.

## Part 4: Nevada County Tourism Product Analysis

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Nevada County is rich with history, being one of California’s famous gold rush areas. In addition to charming historical towns and historical sites, the regional also provides an array of recreation activities, arts & culture and numerous special events, along with the recent development of a wine industry. The county has four primary areas of focus including the following:

1. **The Unincorporated County-** The unincorporated county provides a variety of recreational opportunities including hiking, biking, fishing, camping boating and more.



2. **Nevada City-** Offers a downtown ambiance area with small shops, restaurants, special events and wine tasting. The area serves as a base camp for those looking to explore Nevada County.



3. **Grass Valley** –Provides visitors with a unique small-town ambiance with their downtown experience. The area provides visitors an opportunity to stroll and experience local restaurants, bars, special events and retail shopping. Grass Valley is also home to the Nevada County Fairgrounds



4. **Truckee-** Located high in the Sierra, Truckee provides excellent access to primary winter sports activities including alpine skiing, cross country skiing and snow shoeing. In the summer the Truckee area becomes a magnet for those looking to experience the High Sierra.



The overall experience of Nevada County is built upon the small town experience, the area history and local culture, special events and recreation. These elements combined can offer visitors a unique and authentic experience.

### Nevada Product/Experience Matrix



In defining the Nevada County experience, it is important to understand the key tourism components that define a tourism area as identified previously in this report. As mentioned previously the Nevada County product/experience mix is built around its core assets and activities, which motivate people to visit the area. Within Nevada County there are distinct similarities and differences between the East Slope and the West Slope. In the case of Nevada County the area’s gold mining history and authentic small towns play a key role in defining the tourism experience. A host of year-round recreation opportunities, ranging from skiing and snow sports to motorcycle touring and river rafting, support the Nevada County experience, along with a full calendar of annual events that reflect the unique culture of the region.

#### Similarities

- Rural feel and experience
- Downtown experiences
- Access to recreation
- Access to population markets
- Shopping opportunities
- Dining opportunities

The similarities provide common ground for a county-wide promotional effort while the differences provide an opportunity to broaden the appeal for consumers to see what else the county has to offer.

#### Area differences

- Altitude and geography differences
- Winter Sports
- Wine Industry
- Special Events
- History
- Local Culture
- Types of Recreation

Table 4 below provides a sample of the breadth and width of county-wide products and experiences available

**Table 4**  
**Nevada County Product/Experiences**

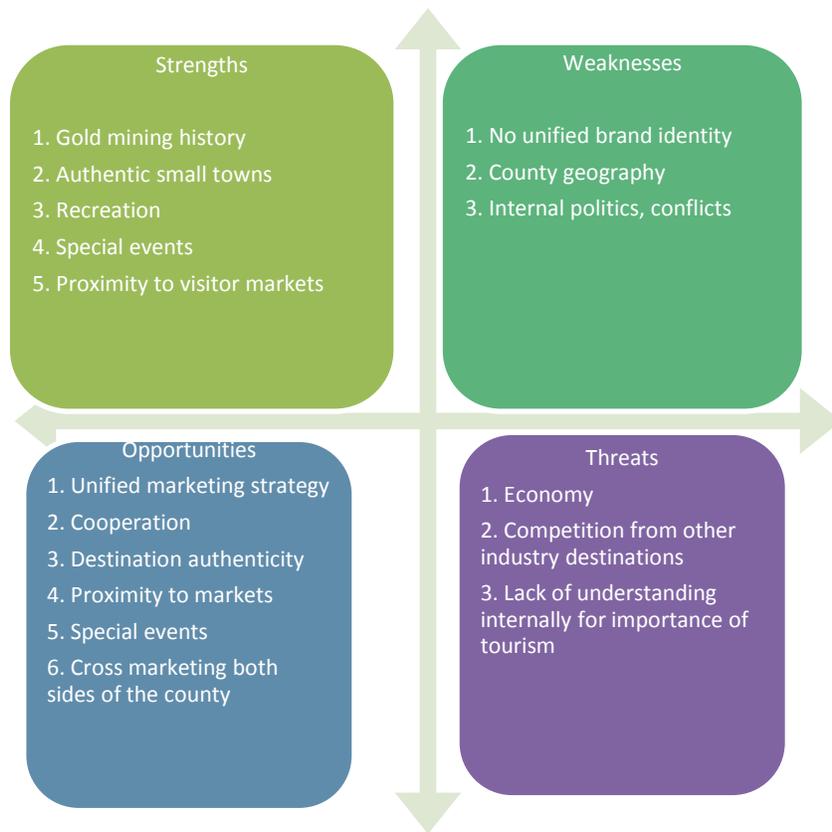
Activities & Recreation	Culture	History	Historic Small Town Experience	Special Events
Hiking	Wine tours/tasting	Empire Mine S.P.	Shopping	Donner Party Hike
Road biking	Grass Valley Center for Arts	Malakoff Diggins S.P.	Dining	NV City Film Fest
Motorcycle touring	Concerts	Donner Memorial S.P.	Street Experience	Victorian Christmas
Mountain biking	Live theatre	Railroad Museum	Walking tours	Sierra Festival of Arts
Golf	Art Galleries	Firehouse #1 Museum		Penn Valley Rodeo
Boating	Wellness/well-being	Emigrant Trail Museum		NV City Classic Bike Race
Fishing		Western Skisports Museum		Amgen Tour
Skiing/snowboarding				Wine, Walk & Shop
				Nevada County Fairgrounds
				Cornish Christmas

## Part 5: SWOT Analysis

### SWOT Analysis

In order to build a sustainable competitive advantage, it is important to review the strengths and weaknesses of Nevada County as well as the opportunities and threats that will impact its future success.

#### Nevada County SWOT Analysis



#### Strengths

- As can be seen Nevada County has a number of key strengths in which to build a unified tourism promotion and experience on, including the region's rich history including gold mining which has played a primary role in defining the region.
- Similarly, Nevada County's many authentic **small towns** reflect the gold mining history, though they are steeped in their own unassailable charm.
- There are numerous year-round **recreation** opportunities on both sides of the county, ranging from golf to skiing to whitewater rafting.
- Nevada County also boasts a full calendar of unique **special events** featuring activities on both sides of the county that run the gamut from theatre to running races.
- Nevada County also has good **proximity** to both California and Nevada visitor markets.

## Opportunities

- Nevada County has never before implemented a **unified marketing strategy**. Combining the efforts and energies of various partners should result in a more powerful, measurable strategy that delivers results.
- The potential for **cooperation** among Nevada County's tourism partners could result in greater success in reaching target audiences, instead of piecemeal efforts by individual chambers and others.
- The many towns of Nevada County are wholly authentic. They preserve their historical charm, and have created unique experiences for visitors thanks to a combination of culture, history, shopping and dining. This **authenticity** is what many visitors seek, and as such, there is ample opportunity for Nevada County to maximize it in its branding and strategy.
- Nevada County is in close **proximity to a number of large consumer markets**, including Sacramento and the Bay Area, which provide the region with a large potential visitor audience.
- The promotion of various similar **special events** throughout the county under an umbrella or 'season' offers a significant opportunity to attract potential repeat visitors.
- Clearly opportunity exists to **cross-market** the county informing potential visitors of the variety of activities available in Nevada County.



## Weaknesses

- Nevada County has **no brand identity**, and has relied on the individual chamber marketing and branding efforts over the years. As such, there has been no unified effort to promote the region, and no overall strategy guiding tourism promotion efforts.
- Nevada County's **geography** creates inherent divisions between the east and west. With no center to speak of, the county seat is on one side, which creates its own set of issues.
- **Internal politics and conflicts** within have resulted in difficulty with cooperative programs.

## Threats

- The current **economic situation** poses a potential threat to tourism to Nevada County.
- Nevada County's lack of a unified tourism promotion strategy puts it at a disadvantage when **competing against other destinations** that are implementing destination level marketing programs.
- Internally, there is a **lack of understanding** for the role that tourism plays in economic development, which could potentially impact the visitor experience.



**Plan Insight**

A key opportunity that exists for Nevada County over the next several years is to focus on creating a unified destination brand and strategy to better position against its competition, promoting its points of differentiation.

## Part 6: Mission, Goals & Objectives

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In an effort to assist the Nevada County with its long-term strategic direction, Switchback and SMG have developed the following mission statement, goals and objectives for consideration.

### A. Mission Statement

#### ***Mission Statement***

*“It is the mission of Nevada County to market the county by effectively positioning the area as a year-round destination (emphasizing local history, small town experiences, recreation, arts & culture and special events) for the economic benefit of, and with respect for, the local community.”*

### B. Overall Strategic Goals

#### 1. Economic

To effectively promote tourism in a way that optimizes what the area has to offer and contributes to increased occupancy, overall economic prosperity including revenues, taxes and employment while working to support the charming small town attributes integral to the Nevada County experience.

#### 2. Consumer

To attract visitors through the Nevada County brand and education by specifically developing an appreciation of the history, attractions and ambiance, *i.e.*, the key benefits and attributes Nevada County offers.

#### 3. Destination History

To protect and preserve the aesthetic, historical, and cultural foundations of Nevada County.

### C. Objectives

1. Build and strengthen the Nevada County brand by positioning the area as a destination truly unique and different from the competition.
2. Provide ongoing leadership in an effort to facilitate a unified effort with partners within Nevada County as well as others with mutual objectives outside Nevada County in order to improve the overall competitiveness of the area.
3. To work to continually improve the delivery of positive experience to Nevada County visitors in an effort to provide a destination experience.

## Part 7: Destination Strategy

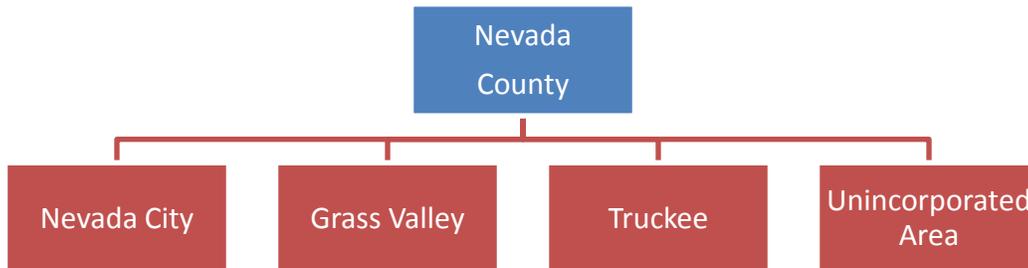
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### A. Strategy Overview

The core strategy is to effectively position Nevada County as a destination brand, focusing on its points of differentiation, including the small town experience, history, arts, recreation and special events – those elements that are universal, and bring the county together. The local areas within the county can and will still implement their own individual marketing programs, as will individual lodging properties and attractions within these different areas. This approach provides an additional level of marketing for the area while not discounting the individual efforts of each of the communities within Nevada County.

The benefits of this approach seek to do accomplish what the individual areas are unable to do on their own. They include:

1. The ability to build a county-wide brand that works in addition to individual areas in an effort to grow the pie and attract potential new visitors.
2. To effectively cross sell the different experiences within the county so that current and future trips will seek repeat visitation.
3. To effectively leverage existing dollars thus increasing the efficiency of county wide marketing programs.



This approach is not unique to other regions, a list of county-wide efforts with sub area communities can be found in the appendix section of this report.

### Strategy Elements

- Marketing Tools – Nevada County’s primary focus should be creating a brand identity, then using technology tools to promote the destination message. A new Web site with message points, trip planning information, possible V-tour layer and other relevant content will be complemented by public relations, social media and advertising. In creating a new county-wide

Web site it offers an opportunity to integrate existing Web sites within Nevada County to be integrated into this effort. ( A partial list of potential sites that could be included into this effort can be found in the appendix.)

- Attractions - It is critical that Nevada County leverage the current attractions, primarily history, recreation and special events. In some cases these elements overlap, and Nevada County can leverage them to build a season of events that draw visitors and support the brand.
- Visitor Services – The county should work closely with the chambers that operate local visitor information centers, ensuring that the destination brand message is featured throughout the region.

## B. Making the Strategy Work

Making the tourism promotion efforts work is based on a systematic approach designed to implement and measure Switchbacks marketing programs. Driven by its competitive strategy, the Business Model will integrate both the incorporated areas (Nevada City, Grass Valley and Truckee) with the unincorporated areas marketing efforts to build awareness for *Nevada County* among its target markets and to build a visitor database for future marketing efforts, also fueling efforts to direct potential visitors to area lodging properties and attractions.

Key to the success of these efforts is the development of a Web site which is the central component of the organization’s marketing efforts.

At the core of the *strategy* are two basic principles:

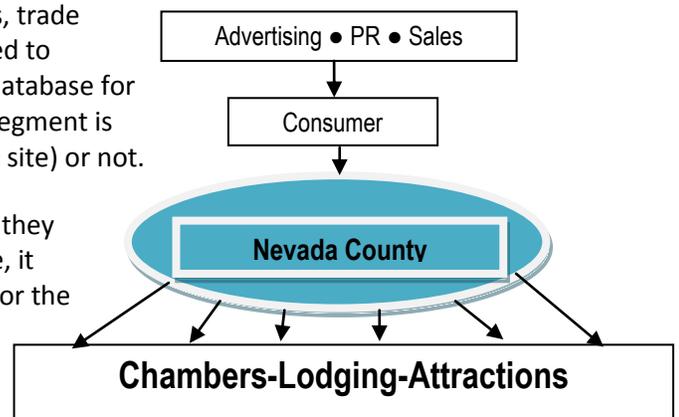
- The best organization to create awareness and brand positioning is *Nevada County’s Tourism promotion efforts*
- The best organization to book a room or make a sale is a lodging property.

### a. How the Strategy Works

1. Marketing efforts (advertising, Internet promotions, trade shows, public relations, special events, etc.) are used to attract the target market segments and to build a database for future tourism marketing efforts. Once the target segment is attracted, they either show interest (go to the Web site) or not.

2. Once they go to the portal Web site, at some point they link to a lodging property or attraction. At that time, it becomes the responsibility of the lodging property or the attraction to make the sale.

3. Based upon their experience, new visitors either become repeat visitors going back to the lodging property/attraction directly, or back to the *Nevada County* Web site to choose another lodging property or attraction, or they fall out of the entire system.



4. *Switchback* can measure its effectiveness and accountability at several points. First, it will be able to measure how many user sessions are generated overall by its marketing efforts. Second, it can develop online surveys to determine how people got to the Web site. Third, it can measure how many users (leads) it provides to lodging properties and attractions. By increasing the number of Web site visitors it will increase the number of visitors that solicit lodging properties and attractions which will book and transact more business ultimately increasing revenues and taxes.
5. At each visitor contact, information is collected. This information is then used to continue to keep visitors educated as well as to refine the approach in each subsequent visitor attraction cycle. It also helps to build the database for future marketing efforts.

### **C. Targeting the Strategy**

Key to the success for Nevada County is to create visitor demand for off season and mid-week visitation. To support those efforts it is necessary to not only create awareness for Nevada County but to also creating a reason for people to visit during those time frames. Those efforts would include the following:

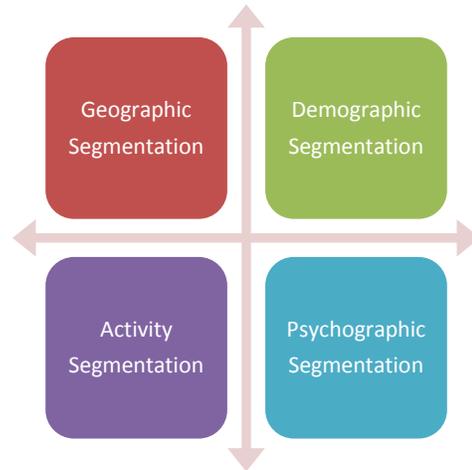
1. Events- provide people a reason to visit by developing events during off season weak ends. Consumers will travel for events that they have an interest in that are unique and different and provide an overall quality experience. By developing a series of events that are clustered during off peak season and promoting them Nevada County provides an incentive for people to visit the area.
2. Packaging- A second and important tool is for lodging properties to develop packaging that also creates an interest in visiting Nevada County. Packaging lodging with activities, dining, special events also provides consumers a strong value proposition to consider visiting the area when they might not normally consider it.
3. Promotion – Another important tool is to effectively communicate using both traditional and new marketing efforts to educate consumers about special events and packaging in an effort to increase their interest in visiting the area.
4. Group sales- While not every property has group meeting facilities it is important for those properties to work together in an effort to attract mid-week visitation. Often times mid-week business trips are combined with add on days for leisure as such, lodging properties should also promote pre and post business trips with leisure stays.

Finally it should be noted that traditionally an areas core visitors market oftentimes does not generate mid-week visitation but rather visitors from destination markets traditionally stay longer and use part of the midweek as part of their stay. For example visitors might stay Thursday through Saturday or Friday through Monday where visitors from existing core markets often stay on Saturday night.

## Part 8: Target Markets

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In developing the target markets for the region SMG has developed the following segmentation matrix which includes geographic market, demographic, activity participation and psychographic segmentation elements



*1. Geographic Segmentation- Primary target markets include:*

- Sacramento Area
- Greater Bay Area.
- The Central Valley

*2. Demographic Segmentation:*

- Primary demographic segments include adults 35-54 and 55+ as these segments are most likely to have discretionary spending for travel. It should also be noted that one of the key characteristics the 55+ segment is its ability to travel mid week and off season. As such as a secondary target its importance can't be understated.
- *\$100,000+HHI*
- Single or married with or without children
- Interested in natural surroundings/environment

*3. Psychographic Segmentation:*

- Young at heart mindset and one that considered themselves passionate about the outdoors and a small community experience
- An active participant who spends time with outdoor activities and prefers the rural feel and ambiance of Nevada County
- Sophisticated
- Appreciation for and active recreation based outdoor lifestyle

*4. Activity Participation*

- Specific activities segments that locals are engaged in including the following
  - Outdoor recreation
  - Arts & Culture
  - Wine
  - Downtown Experiences

## Part 9: Implementation Action Steps

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### A. Position Nevada County Brand as a Destination

Clearly, one of the biggest challenges facing Nevada County is the lack of a unified brand message. This being the case, it is important that any and all efforts have a unifying theme to build a destination Nevada County brand. The county should focus on its primary elements, including its western heritage and gold mining history, charming historic small towns, ample recreation offerings, special events, and arts & culture and wine tasting.



***It should be emphasized that the brand is not designed to supplant the existing brands of Grass Valley, Nevada City and Truckee.*** Instead, it is intended to create a complementary umbrella brand that these brands are a part of, and will allow them a vehicle for cooperative marketing.

#### Implementation Steps:

1. In order to clearly differentiate Nevada County from the competition and to effectively position the area as a unique travel destination, it is critical that it develop a clear brand identity, one that represents the entire region.
2. Develop message points that succinctly promote the area's primary tourism assets and key points of differentiation.

3. Ensure that the brand messaging is represented in all county promotional materials, including print, Web site, social profiles and PR messages, in order to build support and recognition for the destination brand.
4. Leverage exposure and brand awareness by encouraging tourism related businesses to integrate the brand and into their individual marketing efforts, including their Web sites and printed materials.
5. Continue to unify the destination under the new brand by creating promotional items such as stickers and other logo items to be distributed to visitors and displayed throughout the community.
6. Understand visitor perceptions about the brand and its impact on their travel behavior through implementation of a comprehensive marketing survey. That compares the new brand to competitor brands and seeks to understand awareness levels and positive brand associations.
7. Adjust branding message elements as needed and expand to sub-brands (e.g., Nevada County wine tours, Nevada County recreation)

## B. Use the Internet and technology to the fullest

One of the most efficient and effective marketing distribution channels for destinations to reach travelers is the Internet. With over 80% of all travel planning taking place on the Internet, it is imperative that Nevada County start its marketing efforts with a comprehensive measureable online marketing program.



### Implementation Steps:

Develop online marketing strategy that includes the following elements:

1. Web site – With no consolidated destination Web site, Nevada County should first focus its efforts on developing a Web site that simultaneously provides useful information to potential visitors and serves as a branding tool. It should include links to all regional chamber partners, as well as information on lodging, attractions, recreation, maps/directions, itineraries, events, media information and potentially social links and a blog.
2. SEO & Web site Content – Content on the new site should be continuously updated (manually) or pulled in real-time (XML) to reflect current area information. Search engine optimization (SEO) should continuously monitored and managed to ensure searchers reach relevant web pages. To this end, a keyword list should be developed during the new Web site development.
3. Social Media & Blogs – Develop Nevada County profiles on Twitter and Facebook and continue to update and engage with followers in an effort to share updates and respond to customer inquiries. Develop a blog for the Web site and create an editorial calendar that reflects the events, recreation, culture, arts & history of the seasons. Consider recruiting guest posters from the various chambers, along with local personalities as a way to supplement content.

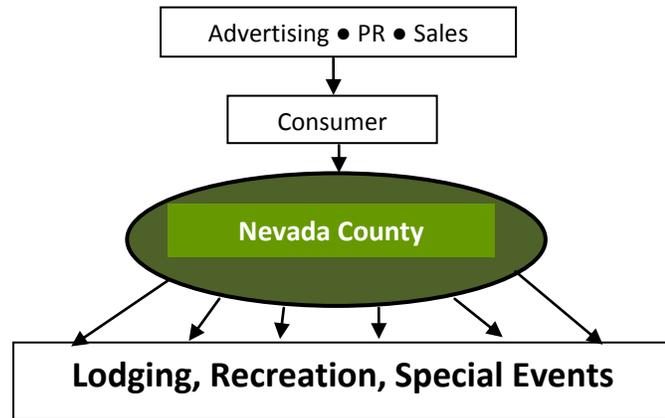
4. Online Branding & Display Ads – Targeted online media buys ensure that Nevada County branding ads will reach targeted segments. It should also include the production of banner ads with tracking tags to measure results. The primary goal of display banner campaigns are scale and reach (branding impressions) into selected target markets. At times, direct response or engagement call-to-action may be appropriate to build into the creative.
5. Multimedia – Develop short videos to be included in select online media buys, on the Web site, as well as in social media profiles on Facebook and YouTube (along with any future social media sites of note). Consider using photo slideshows, whether using publicly available tagged images pulled from photo sharing sites like Flickr, or those using Nevada County’s own imagery.
6. Paid Search – Develop paid search program to position Nevada County as a top destination choice for targeted segments. The conversion goal is click through to the new Nevada County Web site.
7. Email Marketing – Regular newsletters are sent to an opt-in list during target seasons, with intermittent newsletters promoting special offers the rest of the year. An editorial calendar for the year should be developed that promoted relevant seasonal events, along with lodging specials and any new promotions that Nevada County develops.

## C. Web site Development/Online Marketing

With the majority of travelers using the Internet for vacation planning and with limited marketing funds, it is critical that Nevada County build a new Web site that encompasses the entire county and represents communities on each side of the county equally.

A unified, all inclusive portal Web site representing the entire area and the **Destination Nevada County** brand will assist potential visitors with information gathering and vacation planning.<sup>6</sup>

In order to optimize its efficiency for visitors and the county-wide tourism organizations and businesses, the new Web site should be designed as an informational portal to efficiently direct visitors to Nevada County accommodations, partners and attractions<sup>7</sup>. Not only will this help the potential visitor, but Nevada County and its constituency will be able to track the performance of the new site in order to gauge its success and identify needed areas of improvement.



### I. Creative Implementation Steps

1. Develop a new Web site that features the Destination Nevada County brand and key message points to reinforce the positioning of the destination in the mind of the consumer.
2. Develop sections for primary visitor information including accommodations, recreation, history, culture and special events, including content, descriptions, images and links to all member Web sites.
3. Ensure navigation is easy to use in order to facilitate the information gathering and booking needs of the potential visitor.
4. Include an email capture system on every page in order to obtain email addresses for the monthly email newsletter and future visitor relationship programs.
5. Promote the Web site address in every ad, visitor information, trade show booth, promotional items, PR efforts and at the visitor centers and throughout tourism related businesses.
6. Develop a media section that includes a press kit and downloadable images to assist travel writers and media with gathering information about the destination and to contact the PR representative.

<sup>6</sup> DMO website rate highest for researching a destination and comparing products and pricing but consumers often book on other sites PhoCus Wright Study “Understanding the role and impact of destination marketers” [www.phocuswright.com](http://www.phocuswright.com)

<sup>7</sup> It should be noted that recent studies indicate the visitors are more likely to used DMO sites as information gathering tools about the destination and use other sites for vacation booking.

7. Ensure that tracking is developed such that visitors to the Nevada County Web site are tagged in order to track their behavior as they leave to visit member lodging and attraction sites.
8. Use Web site measurements and input from visitor surveys to identify and make improvements to the Web site on an ongoing basis.

## D. Special Events

Currently Nevada County has a variety of special events throughout both the community and the calendar year. Special events need to be viewed as an integrated strategy as opposed to individual stand alone events. One of the best tools for stimulating demand for a target seasons is the use of special events. Nevada County should consider arcing its current slate of special events together with additional ones (if needed) to create a perception of an event season instead of individual events. This newly created season could be positioned with a theme and promoted by the county. As part of that promotion, lodging properties and attractions could provide favorable rates and promotional tie-ins, and over the long-term successfully develop the season. It is critical that the lodging industry recognize the opportunity to increase overnight visitation using the events the area currently offers.

Nevada County should also focus its efforts on the promotion of events rather than be involved in the management of the events. These promotional efforts need to take advantage of both electronic and traditional media.



### Implementation Steps:

1. Clearly identify special events that are designed to drive visitation to the area vs. those that are designed to create awareness.
2. Working with the lodging properties Nevada County should support and market the effort to create promotions/packages with the lodging properties around the special events.
3. Work with the lodging industry to promote special events to their customer base using existing technology and email databases.
4. Identify ways in which to leverage events more fully by attracting corporate sponsors and increased media (local, regional & national) coverage.
5. Identify opportunistic areas of the visitor calendar where events can be developed to increase or solidify demand.

## **E. Visitor Information**

Visitor information consists of two primary components. The first is information that is used to attract potential visitors to Nevada County. The second component is information used to assist visitors once they arrive. Both information components are critical in defining the visitor experience, and have the potential to impact both first-time and repeat visitations.



As it currently exists, Nevada County has a variety of visitor services designed to provide consumers with information on various aspects of the region, including a California Welcome Center in Truckee.

Visitor information within Nevada County is particularly important because of the need to educate and “sell” the whole destination. As such, new methods of information services can be an important part of increasing visitor length of stay.

### **Implementation Steps:**

1. Promote the Nevada County Web site as the primary visitor information tool for region. Advertise the Web site address in every marketing initiative and encourage partners to include in their marketing materials.
2. Work with the current Nevada County brochure/guide to ensure that it integrates brand and key message points in an effort to clearly differentiate and present Nevada County as a destination.
3. Develop an integrated approach to encourage chambers to serve as visitor information centers, providing county-wide brochures and information.
4. Distribute the guide online, via the chambers, and through other brochure distribution programs (California Welcome Centers).

## **F. Organization**

Organizational issues are critical to the success of Nevada County tourism efforts. It is important to note that as Nevada County develops its marketing plan and strategy it has the necessary organizational support to implement defined programs to increase tourism revenues over the long-term.

### **Implementation Steps:**

1. Nevada County needs to develop an annual planning effort to bring together the supervisors, staff and interested parties to measure the previous year's efforts as well as to make sure future efforts are on target
2. Alliances - In an era of reduced resources and economic challenges it is critical that Nevada County and local organizations and business work together to increase tourism to the entire area. As such it is also recommended that Nevada County host an annual tourism summit meeting and inviting partners from within the and outside the area to work together on planning efforts. Developing and strengthening relationships with public and private sector organizations that share its goals will ensure a sustainable future.
3. Funding - Funding is the basis of tourism promotion. As such, it is critical for Nevada County to consider new funding sources to supplement its existing budget. One consideration would be to explore the possibility of Tourism Business Improvement Districts (TBIDs), which would provide a dedicated source of funds to be used for tourism promotion purposes.

## G. Research & Measurement

Given Nevada County will be implementing a new marketing strategy, it is imperative that measurement programs are in place from the start in order to track program effectiveness from the beginning. These new measurement programs should be considered as a part of a broader measurement system that can be used to continually improve marketing efforts.



It should be noted that not all of the marketing efforts can have a designated return on investment such as brand advertising and public relations that are designed to build brand awareness. Building brand awareness is just as critical to long-term success as specific marketing efforts designed to drive a particular response that can be tracked.

### Implementation Steps:

1. Measure the effectiveness and return on investment of all marketing programs in order to improve marketing efficiencies and to maximize limited resources. Use comprehensive research to determine if efforts are increasing awareness and interest in Nevada County and creating positive brand associations.
  - a. Use Web site measurement software (such as Google Analytics) to measure Web site performance by tracking the following:
    - i. monthly visits,
    - ii. click-through rates to specific pages and lodging properties,
    - iii. top exit and entry pages, paths through the site and bounce rates in order to continually improve the site's usefulness and efficiency for target market segments.
  - b. Measure monthly/quarterly email newsletter performance based upon subscriber database growth, open rates and number of click-throughs to featured stories.
  - c. Measure social marketing efforts by number and growth in the fans and followers, site specific metrics including 'retweets' and engagement data (including sentiment), and clicks on posted links.
  - d. Continue to measure public relations efforts by generated coverage, ad equivalency and media visits.
2. Periodically implement an online visitor survey and conversion study in order to identify demographics, travel spending impacts including revenues, taxes and return on investment, and visitor perceptions, behaviors and motivations. Include questions about specific marketing activities in order to understand influence on behavior and decision making process.
3. Gather ongoing feedback from the local business community about the new marketing strategy and specific efforts in order to assess future program participation.
4. Encourage each lodging property in Nevada County to set up the capability to measure leads that originates from the Nevada County Web site in an effort to determine the incremental increase of leads coming from the County marketing efforts.

## **H. Group Sales Coordination**

In an effort to better coordinate group sales efforts Switchback can assist in helping those properties with group meeting facilities to work together to and facilitate a collaborative approach. These efforts can center around providing properties with tools that can assist them in their group sales functions.



### **Implementation Steps:**

1. Develop a Nevada County group sales brand that is an extension from the core Nevada County brand
2. Develop appropriate sales tools to facilitate group sales business including video and other sales material as identified.

## **I. Public Relations**

Public relations is an equally important component within the marketing mix for helping to build the Nevada County brand, educate potential visitors about the diversity of the region and assist with visitor planning information. Similar to advertising activities, public relations efforts should promote the County in a unified format representing all of its areas and related activities. Public relations is also a very cost effective and efficient communications tool to tell the “Nevada County” story to the traveling public. Efforts should be designed to motivate potential visitors to call for information, visit the new web site and ultimately to visit Nevada County.

### **Implementation Steps:**

1. Develop a basic public relations effort including message elements, press releases, photography etc and distribute to target media that reaches target segments.
2. Develop unique “story ideas” designed to attract attention for Nevada County and develop story ideas that tie into the Nevada County experience. These could include:
  - Nevada County recreation
  - Nevada County wine experience
  - Nevada County Downtown experiences (Nevada City, Grass Valley, Truckee)
  - Nevada Restaurants/Chefs
  - Nevada County Events
  - Nevada County History
  - Nevada County green tourism initiatives
  - Nevada County wellness
3. Host an annual Nevada County familiarization trip that attracts writers from targeted publications and educate them about what Nevada County offers.

## J. Long Term Funding

The county has indicated the need for continued sustainable funding as such there are several opportunities including the following funding models for consideration.



1. Financial support from the primary incorporated areas including Grass Valley, Truckee and Nevada City which maintains the efforts that are created with the initial County funding
2. County wide Tourism Business Improvement District (TBID) a portion of which could go to funding some or all of the county wide promotion efforts.

### Implementation Steps:

1. Set up a series of meetings with both the public and private sector to discuss these as well as other options that need to be considered. From those discussion identify if there is an ongoing interest in maintain these programs. (It is important to keep in mind these programs are designed to be non duplicative of or add-on to existing public and private sector programs.) If there is interest determine the appropriate method of funding. If there is no interest the county will have to determine if they will continue funding.



**Strategic Tourism Plan**

	TBID Budget			
		Scenario 1	Scenario 2	Scenario 3
<b>Projected Revenue:</b>				
Number of Units		202	202	202
Number of nights		365	365	365
Total Available Room Nights		73730	73730	73730
Occupancy Rate ( Annual)		45%	45%	45%
Rooms Sold		33179	33179	33179
TBID Rate		\$1	\$2	\$3
Total Projected Revenue		\$33,179	\$66,357	\$99,536
<b>Projected Expenses:</b>				
Management Fees	30%	\$9,953.55	\$19,907.10	\$29,860.65
Website Maintenance	15%	\$4,976.78	\$9,953.55	\$14,930.33
Social Media	20%	\$6,635.70	\$13,271.40	\$19,907.10
Public Relations	25%	\$8,294.63	\$16,589.25	\$24,883.88
Misc	5%	\$1,658.93	\$3,317.85	\$4,976.78
Sales Trade Shows	5%	\$1,658.93	\$3,317.85	\$4,976.78
<b>Total</b>	<b>100%</b>	<b>\$33,178.50</b>	<b>\$66,357.00</b>	<b>\$99,535.50</b>

Notes: # of Units includes 120 motel units, 20 cabins, 23 hotels, 5 Bed & Breakfast and 34 property management units.

Occupancy rate is estimated.

In the second model TBID Revenue is based on a percentage of collected gross room revenues, in this case 1%, 1.5% or 2%.

	Pct.	Scenario 1	Scenario 2	Scenario 3
<b>Projected Revenue:</b>				
T.O.T. Collections		\$294,851	\$294,851	\$294,851
T.OT. Rate		10%	10%	10%
Gross Room Revenue		\$2,940,851	\$2,940,851	\$2,940,851
TBID Rate		1%	1.50%	2%
Total Projected TBID Revenue		\$29,408.51	\$44,112.77	\$58,817.02
<b>Projected Expenses:</b>				
Management Fees	30%	\$8,822.55	\$13,233.83	\$17,645.11
Website Maintenance	15%	\$4,411.28	\$6,616.91	\$8,822.55
Social Media	20%	\$5,881.70	\$8,822.55	\$11,763.40
Public Relations	25%	\$7,352.13	\$11,028.19	\$14,704.26
Misc	5%	\$1,470.43	\$2,205.64	\$2,940.85
Sales Trade Shows	5%	\$1,470.43	\$2,205.64	\$2,940.85
<b>Total</b>	<b>100%</b>	<b>\$29,408.51</b>	<b>\$44,112.77</b>	<b>\$58,817.02</b>



**Appendix 1- Sample of county wide tourism promotion efforts**

Each of these examples illustrates a county-wide approach to tourism promotion. Some may be funded differently than others but all are consistent in the county wide strategy.

These are examples of areas that have a county wide effort plus individual efforts within the county.

1. Mono County [www.monocounty.org](http://www.monocounty.org)
  - Promotes all of Mono County as well as Sub county Town of mammoth Lakes
2. Inyo County [www.inyocounty.us/InyoMarketing/index.php?page=trip-planning](http://www.inyocounty.us/InyoMarketing/index.php?page=trip-planning)
  - Promotes all of Inyo County including sub county area Bishop and Death Valley
3. Sonoma County [www.sonomacounty.com/](http://www.sonomacounty.com/)
  - Promotes all of Sonoma County including sub areas of Santa Rosa, Town of Sonoma, and Guerneville.
4. San Luis Obispo- [www.sanluisobispo.com](http://www.sanluisobispo.com)
  - Promotes overall San Luis Obispo County including sub areas of Arroyo Grande, Atascadero, Pismo Beach, Paso Robles, Morro Bay, City of San Luis Obispo and the Unincorporated area.

Additional county-wide efforts that may or may not include separate promotion efforts within the county.

1. El Dorado County [www.visit-eldorado.com](http://www.visit-eldorado.com)
2. Calaveras County [www.gocalaveras.com/](http://www.gocalaveras.com/)
3. Tuolumne County [www.tcvb.com/index.asp](http://www.tcvb.com/index.asp)

**Appendix 2 - Sample of Web sites that can be integrated into a new county-wide Web site**

This is a sample not a complete list but provides an example of different sites that can be integrated into the county site.

[www.grassvalleyandnevadacitycvb.com](http://www.grassvalleyandnevadacitycvb.com)

[www.discovernevadacounty.com](http://www.discovernevadacounty.com)

[www.explorenevadacounty.com](http://www.explorenevadacounty.com)

**Grass Valley Downtown Association**

[www.historicgrassvalley.com](http://www.historicgrassvalley.com)

**Grass Valley Chamber of Commerce**

[www.grassvalleychamber.com](http://www.grassvalleychamber.com)

**Nevada City Chamber of Commerce**

[www.nevadacitychamber.com](http://www.nevadacitychamber.com)

**Truckee Donner Chamber of Commerce**

[www.truckee.com](http://www.truckee.com)

**Truckee Downtown Merchants Association**

[www.historictruckee.com](http://www.historictruckee.com)