



**north lake tahoe**

Chamber | CVB | Resort Association

**AGENDA AND MEETING NOTICE**  
**BUSINESS ASSOCIATION AND CHAMBER COLLABORATIVE**  
**Wednesday, September 11, 2013 – 9:00am**  
**Tahoe City Visitor Information Center**

**Mission of the North Lake Tahoe Chamber of Commerce**

“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.”

**Meeting Ground Rules inclusive of the 9 Rules of Civility**

*Be Prepared, Engage in Active Listening, Be Respectful of Others, No Surprises, It is OK to Disagree, Acknowledge Comments, but Do Not Repeat Comments*

<b>Business Association and Chamber Collaborative Members</b>	ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED
<b><u>NLTRA Board:</u></b>	A. Call to Order - Establish Quorum
<i>Kaliopé Kopley Eric Brandt</i>	B. Public Forum: Any person wishing to address the Membership Advisory Committee on items of interest to the Committee not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes, since no action may be taken by the Committee on items addressed under Public Forum. (3 minutes)
<b><u>Committee Members:</u></b>	C. Agenda Amendments and Approval
<i>Caroline Ross, Chair Squaw Valley Business Assoc.</i>	D. Approval of the Meeting Minutes ( <b>Motion</b> ) <ul style="list-style-type: none"><li>May 8, 2013 and July 10, 2013 Meeting Minutes</li></ul>
<i>Steve Hoch Tahoe City Downtown Assoc.</i>	E. CEO Update – Sandy Evans Hall (20 minutes) <ul style="list-style-type: none"><li>Chamber Cost/Benefit Analysis</li><li>Chamber Position Update</li></ul>
<i>Kay Williams West Shore Assoc.</i>	F. IRONMAN Lake Tahoe Business Outreach – Andy Chapman (10 minutes)
<i>Mike Young Incline Community Business Assoc.</i>	G. Marketing Lake Businesses in Winter - Andy Chapman (20 minutes)
<i>Cassandra Sharp Village at Northstar Assoc.</i>	H. Shop Local - Joy Doyle & Dave Wilderotter (20 minutes)
<i>Joy Doyle North Tahoe Business Assoc.</i>	I. Visitor Center Opportunities – Emily Detwiler (15 Minutes)
<i>Michael Gelbman Sierra Sun</i>	J. Committee Member Reports/Updates from Community Partners (10 minutes)
<b><u>County Representative</u></b>	K. Adjournment
<i>Dave Snyder</i>	
<b><u>Quorum</u></b>	
3 members including 1 NLTRA	



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**PO Box 884 - Tahoe City, CA 96145 Ph – (530) 581-8700 Fx – (530) 581-1686**

**MEMBERSHIP ADVISORY COMMITTEE MINUTES**

**Wednesday, May 8, 2013 – 9 am**

**Tahoe City Public Utility District-Board Room**

**PRELIMINARY MINUTES**

**COMMITTEE MEMBERS IN ATTENDANCE:** Eric Brandt, Kay Williams, and Steve Hoch

**RESORT ASSOCIATION STAFF:** Sandy Evans Hall, Andy Chapman, Judy Laverty, Deanna Frumentti, and Jessica Walker

**OTHERS IN ATTENDANCE:** Kellie Cutler

**A. CALL TO ORDER – ESTABLISH QUORUM**

1. The Membership Advisory Committee meeting was called to order at 9:06 am by Chair Kay Williams and a quorum was established at 9:06am.

**B. PUBLIC FORUM**

2. Andy Chapman, came to discuss IRONMAN Volunteers. The event is Sept 22nd. There is a need for 3000 volunteers and 100 captains. There will be small amounts of funding to non-profits who bring in large amounts of volunteers. There is more information about volunteering at [ironmanlaketahoe.com](http://ironmanlaketahoe.com)
3. Eric Brandt suggested that Northstar and Squaw reach out to season passholders with information regarding to IRONMAN. Kay mentioned reaching out to the homeowner associations.
4. The traffic management plan should be completed in the next few weeks and there will be a large public outreach. Andy would like the business associations to help spread the word.

**C. AGENDA AMENDMENTS AND APPROVAL**

**Agenda was approved by acclimation**

**D. APPROVAL OF THE MEETING MINUTES**

**M/S/C (Brandt/Hoch) (4-0-0) to approve the Membership Advisory Committee minutes of March 13, 2012.**

**E. CEO Update – Sandy Evans Hall (5 minutes)**

5. Sandy gave an update on the transit vision. Gordon Shaw has presented 4 different scenarios ranging from \$7m to \$18m. Right now trying to establish what the increment need is and then what a realistic first step would be. Finally what the realistic potential revenue sources would be. Different taxes, TOT, and recreation fees are among the top contenders for funding.
6. Steve asked when they will be coming back with more definite details and Sandy said there will be another transit summit in September where the team will present some of the ideas.
7. Some of the key goals are reducing dependency on automobile and increasing headways. Kay mentioned that she thinks it is important to have services in the off season for employees.

8. Sandy also mentioned that she is in contract negotiations with Placer County right now. They are making sure we have enough money for Transportation/Infrastructure but still keep the momentum up with Marketing.

9. Water shuttle starts on June 27th along with all summer transit programs. She mentioned some of the changes including flat \$10 fare, extended evening hours, and allowing walk-ons.

**F. North Tahoe Art Tour – Kellie Cutler (10 minutes)**

10. Kellie Cutler came to discuss the North Tahoe Art Tour. It is a self guided driving tour. It is the 20th anniversary event. It kicks off with a joint mixer at the Tahoe Art Center on July 9th from 5-7. Working with Uncorked for wine, music by Tuck Wilson. They are expecting about 200 people. Then Art Tour will begin on the 12th. They are still working on restaurant sponsors. The Art Tour will take place over two weekends, July 12-14 and July 19-21.

**G. Community Calendars Update- Jessica Walker (10 minutes)**

11. Jessica gave an update on the Community Calendars. The calendar has been updated with any information she received. The group members looked over the calendar and gave Jessica some additions and corrections.

**H. Opening Day at the Lake Update- Kay Williams**

12. Kay updated on Opening Day on the Lake. The schedule is finalized and the passports are at the printers right now. Every lake front restaurant from Chambers to the Hyatt is listed.

13. There are a lot of great prizes and activities.

14. Each business that is a stamp location gets passports and a stamp. If visitors visit a specific number of businesses over the holiday weekend they get entered to win great prizes.

**I. Shop Local 2013 Discussion- Joy Doyle**

15. Deanna gave the update from Joy. There are still a couple outstanding items from 2012. IVBA, SVBA and TCDA still need to submit there lists of participants.

16. Steve would like to start working on this much earlier than in the past.

17. As there is not much attendance at this meeting this agenda item will be tabled until next month.

**J. Committee Member Reports/Updates from Community Partners (5 minutes)**

18. Steve Hoch, TCDA is deep in events for summer. Concerts are ready. 4th of July is going well, trying to raise the bar. Fundraising is always a big struggle. Fundraiser at Petra, June 1st. it will be small but fun. Tickets are \$40. Tahoe Gal Cruise fundraiser is on June 12th. Wine Walk is June 22nd.

19. Kay may change the lineup of the LTMF to not compete with Farm to Table Dinner.

20. Kay also announced some new members to the West Shore Association

21. Deanna, just finished edits for the Visitor Guide. Working with Visitor Information on customer service training. We will be putting on a summer activity program with the training that will offer free summer activity demos to frontline employees.

**K. Adjournment**

22. The meeting was adjourned at 10:27am.

Submitted By:  
Jessica Walker  
Executive Assistant  
NLT Chamber/CVB/Resort Association

D-2



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**MEMBERSHIP ADVISORY COMMITTEE MINUTES**

**Wednesday, July 10, 2013 – 9 am**

**Tahoe City Public Utility District-Board Room**

**PRELIMINARY MINUTES**

**COMMITTEE MEMBERS IN ATTENDANCE:** Joy Doyle, Steve Hoch, and Mike Young

**RESORT ASSOCIATION STAFF:** Andy Chapman, Judy Laverty, Deanna Frument, and Jessica Walker

**OTHERS IN ATTENDANCE:**

**A. CALL TO ORDER – ESTABLISH QUORUM**

1. The Membership Advisory Committee meeting was called to order at 9:10 am and a quorum was not established.

**B. PUBLIC FORUM**

1. There was no public forum

**C. AGENDA AMENDMENTS AND APPROVAL**

1. Agenda was approved by acclamation

**D. APPROVAL OF THE MEETING MINUTES**

1. The minutes were not approved as there was not a quorum.

**E. IRONMAN Lake Tahoe Business Outreach – Andy Chapman (10 minutes)**

1. Andy Chapman discussed the key traffic impacts and updates to the bike path. He went through the course and what the traffic impacts will be.
2. Hwy 28 through Kings Beach will be closed from 4:30am – approximately 10:00am
3. Hwy 89 N to Squaw will be closed from 7am-5pm
4. Andy and the IRONMAN team will be doing extensive public outreach but he is asking the Business associations also help get the road closure information out to the people in their areas.
5. Athletes will be arriving Sunday and Monday. Deanna will be managing business outreach.
6. KB businesses need to be open early for breakfast.
7. Judy will be reaching out to businesses to encourage them to come up with some special events weather it be a bike rental special or a special menu item. The special activities will be included in the official spectator guide.
8. Judy is asking that the business associations share the eblast she will create with their distribution lists.

**F. Marketing Lake Businesses in Winter - Andy Chapman (5 minutes)**

1. Still building plans. One of the plans is to focus more on destination travelers vs. Bay area. The need is recognized and it will be addressed.
2. There are a couple new flights coming into RTIA. There is a new flight from Portland to Reno on Alaska Air. There are also plans for a nonstop flight from a major east coast destination starting in December.

**G. Opening Day at the Lake Recap- Kay Williams (15 minutes)**

1. Kay was not present so this agenda item has been tabled until the next meeting in September.

**H. Shop Local 2013 Task List- Joy Doyle (20 minutes)**

1. Last year there was some discussion about taking the program digital. There was a brief discussion about if this was something that could be done this year. It was determined that this is probably something that couldn't be done this year but staff to research mobile/digital options.
2. There was a discussion about the amount of prizes and grand prizes. The idea that came out of the discussion was to have one grand prize that is of a greater value (1k) and then some smaller prizes.
3. Staff to create a Grand Prize Package.
4. There was a discussion about dates. Promotion will run from Thanksgiving to New Years Day. Cards will be need to be turned in by the following Friday, January 10<sup>th</sup>.
5. The plan is to get the cards and stickers to businesses by November 1<sup>st</sup>. Confirm grand prizes and drop box by next meeting. Sticker count by next meeting.

**I. Committee Member Reports/Updates from Community Partners (5 minutes)**

**J. Adjournment**

1. The meeting was adjourned at 10:27am.

Submitted By:  
Jessica Walker  
Executive Assistant  
NLT Chamber/CVB/Resort Association



## Chamber Membership Cost Benefit Analysis – June 2013

**Value Proposition: Why have a Chamber of Commerce? If the Chamber were to cease to exist, would a new one be created? If so, why?**

- Communication with Businesses – issues, programs, advocacy, collaboration
- Government Advocacy – federal, state, local: free enterprise system, regulatory environment
- Trusted Resource – relocation, visitation, business directory, community data, referrals
- Community Development – leadership, environmental stewardship, community awards, community needs
- Business Development – business data, education, economic development, increased exposure, networking

**Trivia Question:** First Chamber? Babylon! Purpose: To capture nomadic travelers to shop at roadside marketplaces, vendors joined together to promote their market over other markets

**Challenges:** In East Placer County there are particular challenges that don't necessarily exist elsewhere. There is no public sector support for the Chamber of Commerce – not only no financial support from TOT, but no clear recognition of value. Barriers are placed here that elsewhere would be supported as significant benefits of membership with the understanding that a strong and active Chamber was good for the businesses and community. An example would be visitor-supported programs and referrals (Park City, Steamboat, Aspen, Breckenridge) where chamber members can receive benefits, even when public funding is involved.

### Options:

1. Bring Chamber revenues to a sustainable level, expand value and programming, improve retention.
2. Cease Chamber affiliation, remove membership sales, create and maintain database of all business licensees, have pay to play components where possible with County approval
3. Transition Chamber to existing association(s), let them determine leadership, share database for communication needs

Option	Pro	Con	Cost Consolidation	Other Consolidations
1. Keep and Strengthen	<p>Ability to communicate to Businesses</p> <p>Ability to advocate for businesses - government affairs</p> <p>Regional community development, economic development, business</p> <p>Have a strong business voice</p> <p>Spread fixed costs over another department</p> <p>Enterprise opportunity in the</p> <p>Independence in operations</p>	<p>Difficult to generate ample revenue with available staff</p> <p>Barriers and lack of value from County limit sales</p> <p>Business Associations dislike competition</p> <p>Businesses are confused with missions and benefits</p> <p>Duplication of efforts with education, local economic development efforts and local community development</p>	<p>Need to generate \$10k-\$20k net revenue</p> <p>Recommend multi-level approach to include sales, upsells, increase in dues, program fees, dues structure revamp, retention, collection, sponsorships</p>	<p>Need to raise due annually (COLA)</p> <p>Need to raise levels for certain industries to compete with comp set</p> <p>Need to reduce attrition to 15% maximum annual</p> <p>Need to engage volunteers, industry committees</p> <p>Need to development programming</p>
2. Cease	<p>Broaden communication and exposure to all businesses</p> <p>Single focus on tourism development</p> <p>Reduce costs for businesses (until another chamber is created)</p>	<p>Would need to keep staff on for database maintenance</p> <p>No ability to spread fixed costs over department - all other department fixed costs would go up</p> <p>Lose independence from County</p> <p>Non-tourism related economic development, business development, community development, advocacy go away</p> <p>Possibility of another Chamber developing, eroding value of NLTRA</p> <p>Pay to Play opportunities are minimal and would not cover additional fixed</p>	<p>Cost to Marketing: \$1,828 in program costs, \$40,000 in salary and burden for data entry and programs</p> <p>\$13,468 in fixed costs to be spread across departments; \$20,000 in G&amp;A to be spread across departments</p>	<p>While there may be some offsets to the loss of income, staff doesn't believe that within the current parameters, there would be much opportunity to make up</p>
3. Transition	<p>Could still maintain the ability to use database for communication</p> <p>Would eliminate the competitive factor, providing the local business associations were interested in taking over the regional scope</p>	<p>Business Association(s) may not be interested in providing the capacity and resources to gain the revenue</p> <p>BAs may see the added responsibility as mission creep</p>	<p>BA(s) would need to provide executive directorship, would take over broader programming and advocacy, regional economic development etc</p>	<p>We would need to have discussions to see if this is of interest</p>
4. Other				

# Membership Dues Comparison Chart

June 2013

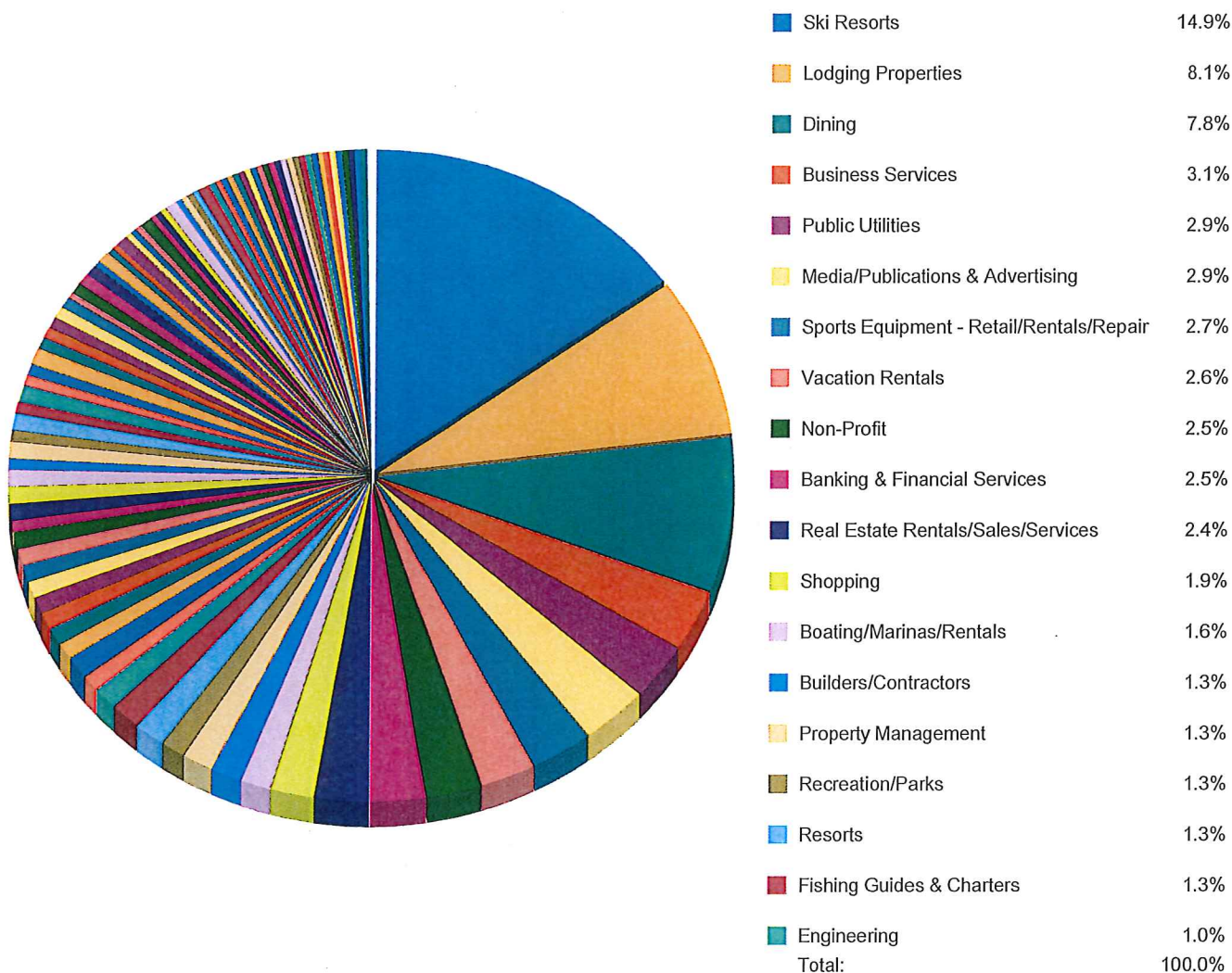
Business Type	Santa Barbara, Steamboat, Glenwood	Sonoma Valley	Coronado	Palm Springs	Yountville	Calistoga	Santa Cruz	Park City	Breck	Winter Park	Average	North Lake Tahoe
Restaurant 3,000 sf 25 FTEEs 100 seats	\$300 - \$2,000 \$300 - \$2,700 \$415 - \$10,000	\$424	\$400	\$280	\$486	\$420	\$450	\$262	\$2012	\$485	\$400	\$325
Retail 1,000 sf 5 FTEEs	Same as above	\$303	\$225	\$275	\$414	\$325	\$310	\$229	\$585	\$335	\$302	\$210
Bank 10 employees	Same as above	\$758	\$500	\$475	\$414	\$460	\$420	\$294	\$1061	\$430	\$469	\$325
Lodging 100 rooms 50 FTEEs	Same as above	\$758	\$517	\$550	\$762	\$1595	\$550	\$1700	\$2487	\$600	\$879	\$325
Professional Service 6 FTEEs	Same as above	\$424	\$225	\$275	\$414	\$460	\$350	\$250	\$1061	\$335	\$342	\$225

# Member Segmentation Report

## Segmented by Industry (Listing Category)

Friday, June 21, 2013

### Annual Dues

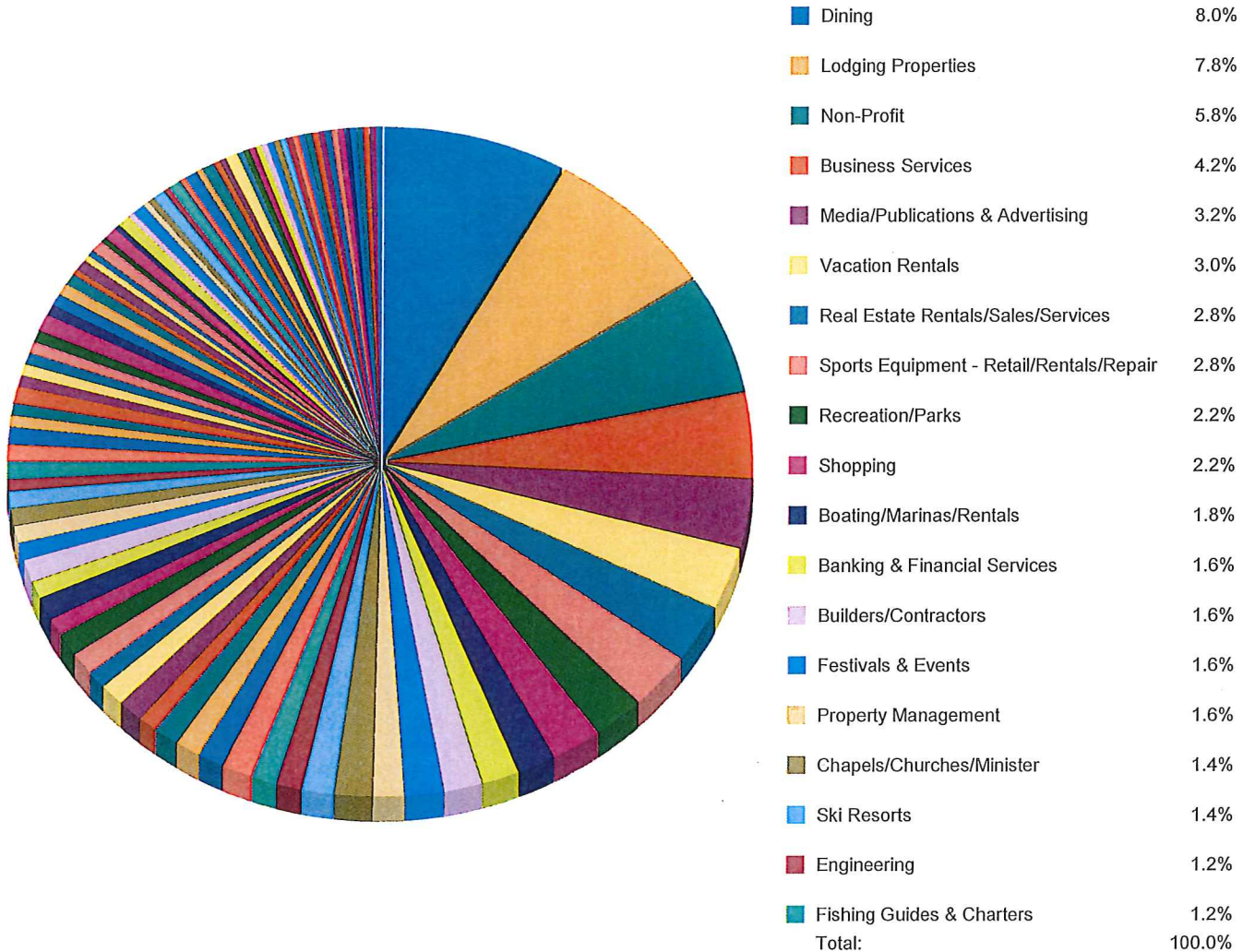


# Member Segmentation Report

## Segmented by Industry (Listing Category)

Friday, June 21, 2013

### # of Members

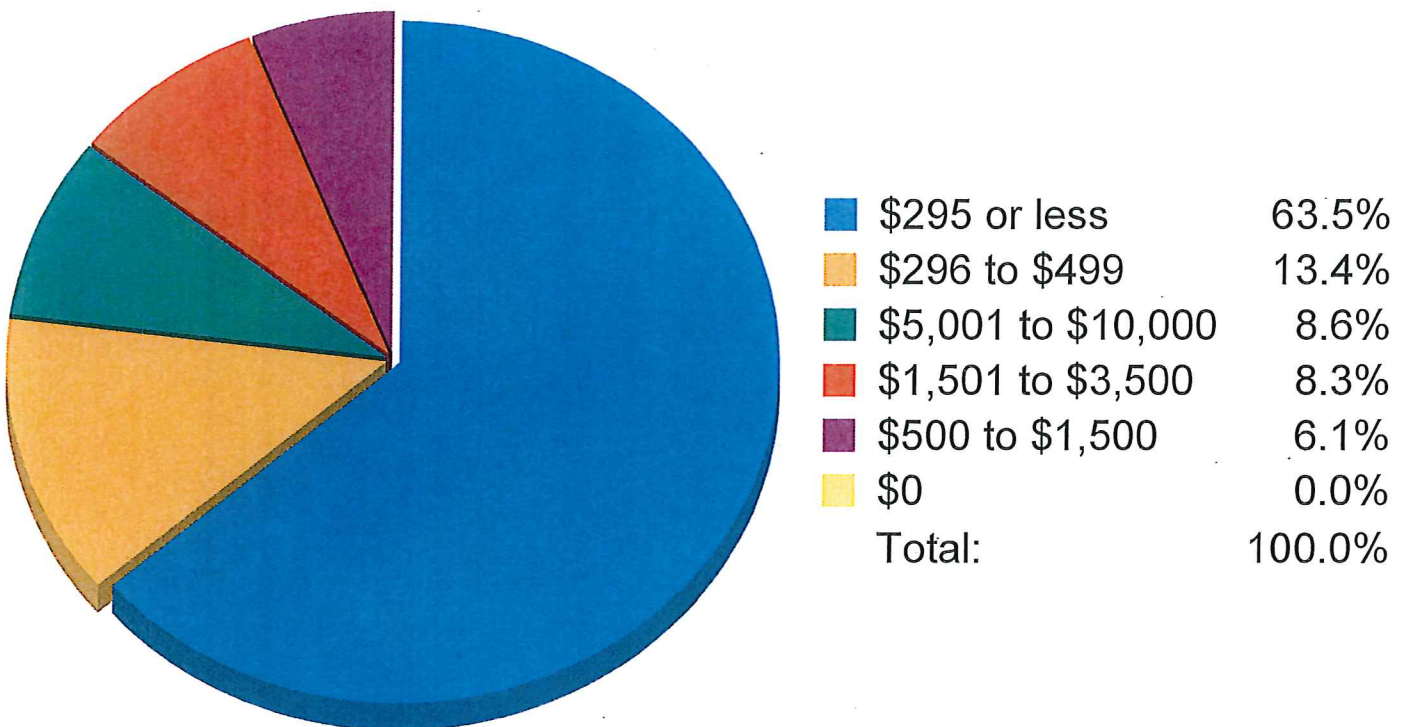


# Member Segmentation Report

## Segmented by Annual Dues Amount

Friday, June 21, 2013

### Annual Dues

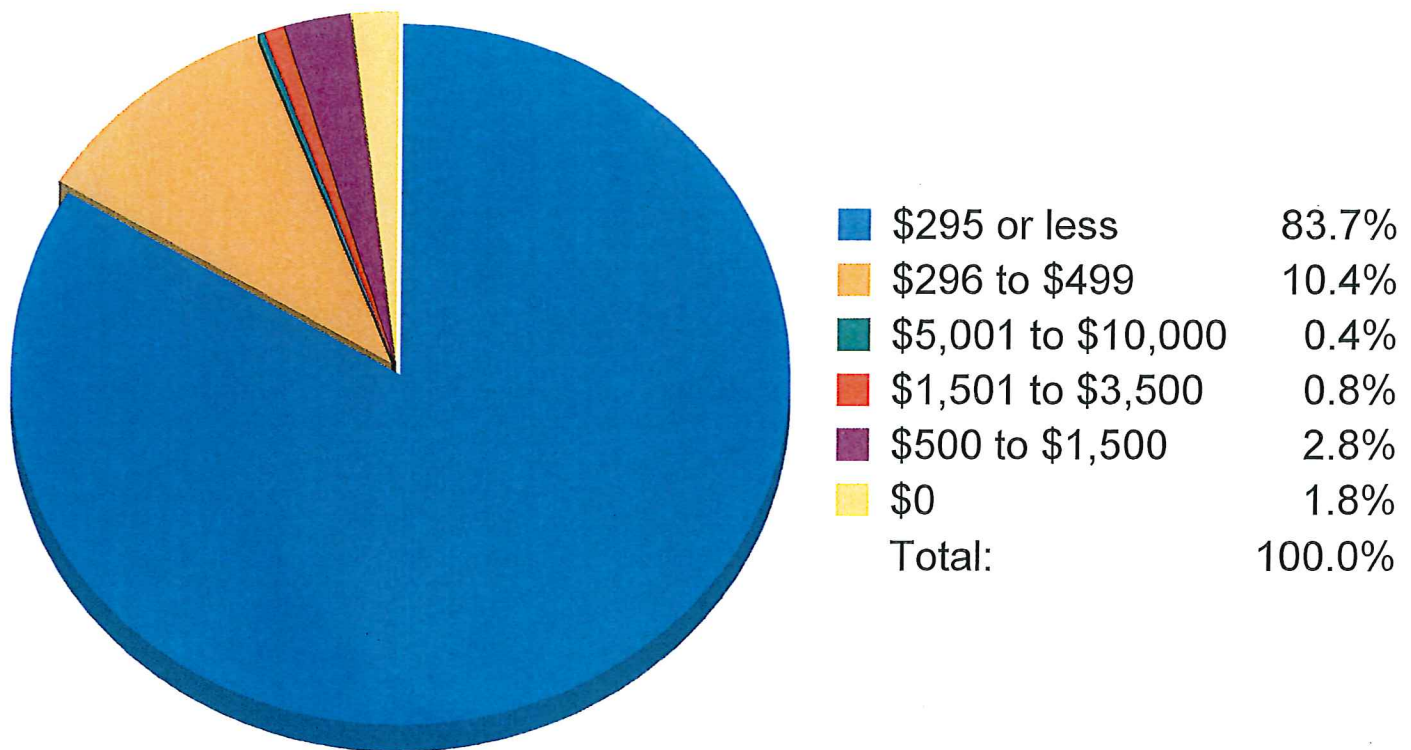


# Member Segmentation Report

## Segmented by Annual Dues Amount

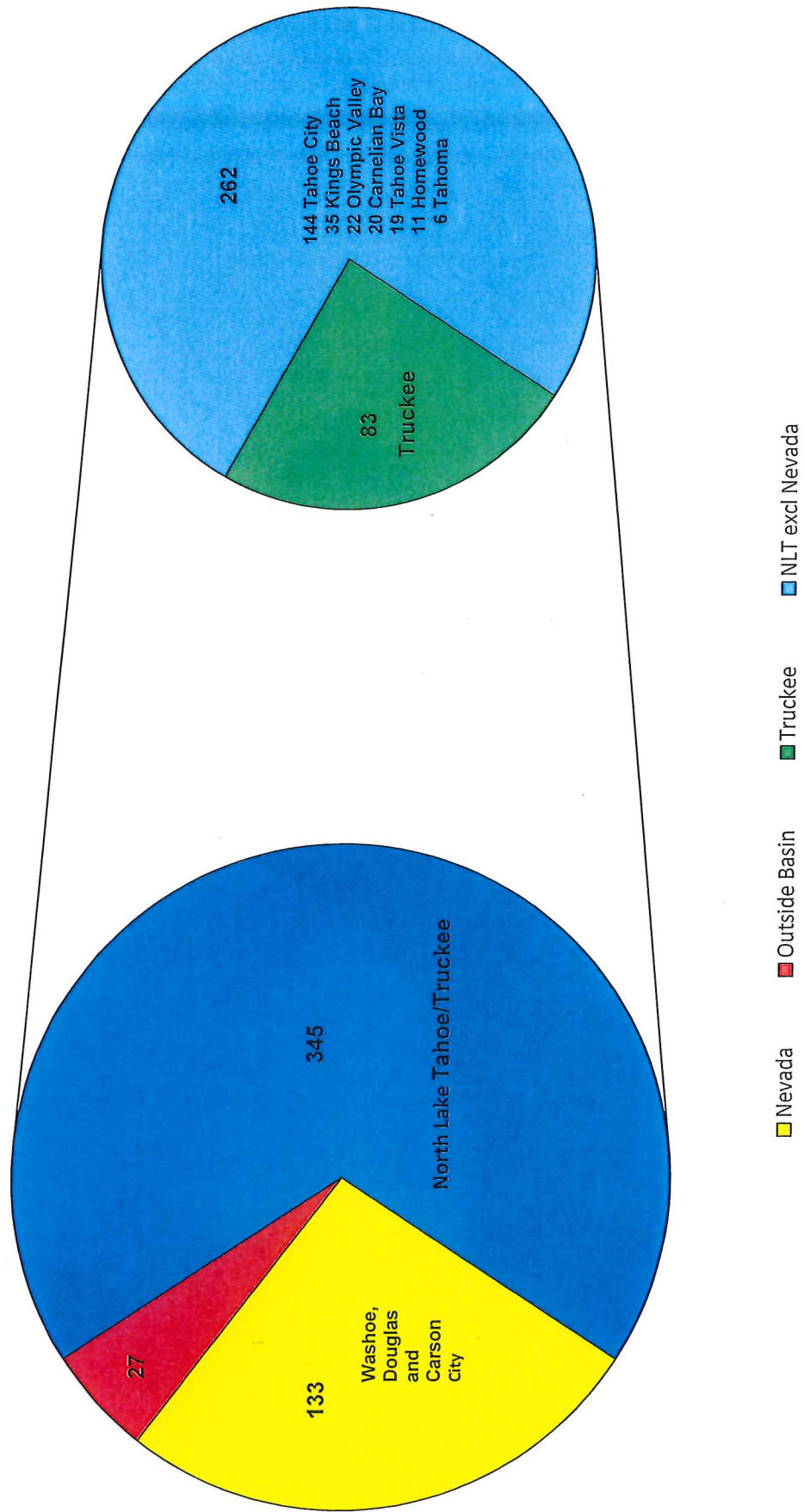
Friday, June 21, 2013

### # of Members



# North Lake Tahoe Resort Association Membership based on Zip Code

505 Chamber Members by Location



WHEN YOU  
**n** EED  
A BREAK FROM  
THE SLOPES,  
TAKE IN THE  
WATER.

**Sometime about the 200th run down the mountain,** it hits you: I think I need a break. Luckily, you are in North Lake Tahoe, with many ways to spend your "day-off."

**Eat.** North Lake Tahoe has roughly 36 miles of shoreline stretching from Incline Village in Nevada to Tahoma on the West Shore, with more than 100 restaurants in between. Every imaginable cuisine? Check. Romantic lake views? Check. Hipster hangouts? Got 'em.

**Do.** Try kayaking across the "glass" on a calm winter day. Go snowshoeing at Sugar Pine Point State Park. Or try cross-country skiing at Tahoe X-Country or North Tahoe Regional Park.

**Stroll.** Then there is the shopping. Yes, you could use that charming walking stick. Lakeside art galleries, home furnishing and clothing stores abound.

[www.GoTahoeNorth.com/TouchTheLake](http://www.GoTahoeNorth.com/TouchTheLake)



**n** north lake tahoe

G-1



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## Visitor Information Center Opportunities

Our newly designed Visitor Center has been a huge success with visitors. For the past two months visitation to the center has been up 160% over last year with over 5000 visitors in the month of July!! You can reach out to North Lake Tahoe guests by taking advantage of the following opportunities:



### Kiosks Month \$150-Week \$50

Do you have an upcoming event or seasonal offer you want to inform guests about? These rolling 3-sided displays have 1-side available for rent. You are encouraged to have our Visitor Information Specialists promote your message for the duration of your rental time.



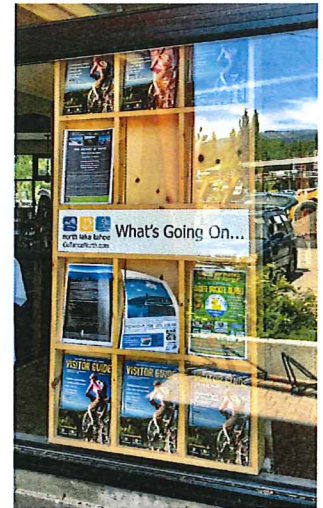
### Brochure of the Month Monthly - \$50

Your brochure will be the only brochure prominently displayed on our counter where our Visitor Information Specialists assist thousands of guests every month.



### Business of the Month-Window or Display Corner Monthly - \$150

The Business of the Month Display is a street front opportunity for your business or you can build your own display in the center to show off your product. You have a floor area of 4 x 6' or 4-tiered shelves to showcase your business.



### What's Happening Monthly - \$25

Get your message out to guests 24 hours a day. You can rent a 8 1/2 x 11 slot in our, "What's Going On" display board to inform visitors of What's Happening in North Lake Tahoe. Let guests know about your event or special offer.

### Event Sponsors

We want to welcome locals and visitors by having special events on a regular basis, such as Wine Tastings, Book Signings and Interpretive Talks. Logo placement and "sponsored by" on all promotion pieces including flyers, banners and easels. Price based on event.

### Concierge Service and Ticket Sales Program

Have an upcoming special event or activity that you would like to inform guests about? The Visitor Center offers Free ticket sales! Concierge services are charged 10% per service sold.

Please contact Kym Fabel, Visitor Center Manager to take advantage of these opportunities.  
She can be reached at [Kym@PureTahoeNorth.com](mailto:Kym@PureTahoeNorth.com) or 530.581.6900