



BOARD MEETING MINUTES
Wednesday, September 2, 2009 – 8:30 a.m.
Tahoe City Public Utility District

FINAL MINUTES

ATTENDANCE: Alex Mourelatos, Ron McIntyre, Debbie Casey, Deb Dudley, Ron Parson, Roger Beck, Julie Regan, Deanna Gescheider, Tom Murphy (8:45 a.m.), and Jennifer Merchant (8:48 a.m.)

STAFF IN ATTENDANCE: Steve Teshara, Kym Fabel, Andy Chapman, Ron Treabess, Sally Lyon, and Sarah Holster

OTHERS IN ATTENDANCE: Steve Kastan

1.0 CALL TO ORDER – ESTABLISH A QUORUM

1.1 The meeting was called to order at 8:43 a.m. by Chairman Alex Mourelatos and a quorum was established.

2.0 PUBLIC FORUM

2.1 There were no public comments.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 **M/S/C (Parson/Beck) (6/0) to approve agenda as presented.**

4.0 CONSENT CALENDAR

4.1 **M/S/C (Parson/Dudley) (7/0) to approve the consent calendar with the removal of the August 19th Special Board meeting minutes for further discussion.**

4.2 Ron McIntyre said bullet point 5.4 of the Special Board meeting minutes (sentence 9) should read *Ron McIntyre disagreed and said the funds were for specific purposes as described in the Tourism Development Master Plan and alluded to in the voter information packets.*

4.3 **M/S/C (McIntyre/Parson) (7/0) to approve the August 19th Special Board meeting minutes as amended.**

5.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE DESCRIPTION OF THE COMPOSITION AND DUTIES OF THE NLTRA EXECUTIVE COMMITTEE

5.1 Steve Teshara reported that consistent with Board direction, staff has drafted a description of the composition and duties of the NLTRA Executive Committee for Board review and approval. Once approved, staff will include the description in the NLTRA Board Handbook and Bylaws. Ron Parson said the responsibilities should state that the Executive Committee should guide and direct the President & CEO in negotiations with Placer County. Jennifer Merchant expressed her view that it's the full Board's

responsibility to set policy and staff's job to implement that policy. She suggested the statement should read, Responsibilities that may be assigned by the full Board to the Executive Committee may include, but not necessarily limited to, representing Board policy directives and guiding the Executive Director in annual contract negotiations with Placer County.

- 5.2 M/S/C (Parson/McIntyre) (8/0) to approve the description of the composition and duties of the NLTRA Executive Committee as amended.**
- 6.0 DISCUSSION AND POSSIBLE ACTION TO AMEND THE NLTRA BOARD HANDBOOK TO INCLUDE APPROVED DESCRIPTION OF THE COMPOSITION AND DUTIES OF THE NLTRA EXECUTIVE COMMITTEE**
- 6.1 M/S/C (Parson/Beck) (8/0) to amend the NLTRA Board Handbook to include the approved description of the composition and duties of the NLTRA Executive Committee.**
- 7.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE AN AMENDMENT TO THE NLTRA BYLAWS TO INCLUDE APPROVED DESCRIPTION OF THE COMPOSITION AND DUTIES OF THE NLTRA EXECUTIVE COMMITTEE**
- 7.1 M/S/C (Murphy/Gescheider) (8/0) to approve an amendment to the NLTRA Bylaws to include the approved description of the composition and duties of the NLTRA Executive Committee.**
- 8.0 DISCUSSION AND POSSIBLE ACTION TO MODIFY THE TERM OF LAY MEMBERS OF THE NLTRA MARKETING COMMITTEE AND AMEND, AS APPROPRIATE, THE NLTRA'S SUPPLEMENTAL POLICIES AND PROCEDURES DOCUMENT**
- 8.1 Andy Chapman reported on recent discussions by the Marketing Committee about the difficulty in addressing long term issues with the annual turnover of lay members. He said it is time consuming to get new lay members up to speed. Deb Dudley agreed and said it is difficult to maintain a level of continuity and long term planning with new lay members each year. She suggested extending the term of lay members to two years. Andy said the proposal is to maintain the current eight lay members, with four members serving through FY-2009/10 and four members through FY-2010/11. Roger Beck expressed concern about which four members would serve a three year term. He suggested that we address this issue when we appoint new committee members in January. Andy noted that we need to fill the seat left vacant on the Marketing Committee when Deanne Gescheider replaced Jim Kercher on the Board. Board consensus was to extend the term of the Marketing Committee lay members and amend the NLTRA's Supplemental Policies and Procedures document in order to communicate the time commitment to potential new appointees. Details of who will serve which term will be finalized in January.
- 8.2 M/S/C (Beck/Parson) (8/0) to modify the term of lay members of the NLTRA Marketing Committee to two years and amend the NLTRA's Supplemental Policies and Procedures document.**
- 9.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE NLTRA STRATEGIC BUSINESS PLAN FOR FY – 2009/10.**
- 9.1 Steve Teshara reported that consistent with Board direction, the section on Organizational Goals and Objectives has been revised to include the goals of the Board Chair as presented to the Board in January 2009.

- 9.2 M/S/C (Dudley/Murphy) (8/0) to approve the NLTRA Strategic Business Plan for FY-2009/10.**

10.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE THE JUNE 30, 2009 FINANCIAL STATEMENTS

10.1 Sally Lyon reported the Finance Committee met on Monday and recommended to the Board of Directors the approval of June 30, 2009 financial statements. She said there was discussion related to the \$40,000 shortfall in marketing. The recommendation from the committee is to reduce the marketing reserve account by \$40,000 to approximately \$243,000 (12.5% of total marketing budget) to offset the \$40,000 marketing shortfall for FY-2008/09; further, if any FY-2008/09 fund balance carryover becomes available for marketing, that it first be applied to replenish the marketing reserve back to 15%. Jennifer Merchant asked for clarification related to the shortfall. By her calculations, there is a shortfall from other departments by \$18,000. Steve Teshara confirmed that TOT was not used to offset the Chamber deficit. Sally said the \$18,000 difference will be taken from equity (Beginning Net Assets).

- 10.2 M/S/C (Parson/McIntyre) (7/0/1 No-Merchant) to approve June 30, 2009 Financial Statements and the policy recommended by the Finance Committee related to the Marketing Reserve funds.**

11.0 DISCUSSION AND POSSIBLE ACTION TO APPOINT MONTY WAUGH, VICE PRESIDENT, ACCOUNTING AND FINANCE FOR BOOTH CREEK RESORTS AS A MEMBER OF THE NLTRA FINANCE COMMITTEE

11.1 Steve Teshara reported that at the NLTRA Board's invitation, Monty Waugh, Vice President, Accounting and Finance for Booth Creek Resorts has submitted a letter of interest to serve as a lay member on the NLTRA Finance Committee. Roger Beck suggested we consider extending the term for Finance Committee members.

- 11.2 M/S/C (Beck/McIntyre) (8/0) to appoint Monty Waugh, Vice President, Accounting and Finance for Booth Creek Resorts as a member of the NLTRA Finance Committee for the remainder of calendar year 2009.**

12.0 STATUS REPORT – YEAR END REPORT

12.1 Steve Teshara reported that staff continues to work on developing the "Final Draft" FY-2008/09 Year End Report. He said there are three elements to the report including TOT collections by quarter, a summary of accomplishments for each function in the company, and the Board Level Metrics Plan. Staff's goal is present the final draft at next month's meeting. Alex Mourelatos asked staff to prepare an executive summary of the report including critical issues staff observes as a result of our performance this past year. Ron Parson asked about the intended target audience. Steve said the report is for the Board, Placer County, and our constituents in the community. The Year End Report for FY-2007/08 is currently available for review on www.nltra.org.

13.0 REVIEW TIMELINE FOR 2009 NLTRA BOARD ELECTION AND APPOINTMENT OF ELECTIONS COMMITTEE

13.1 Steve Teshara reviewed the timeline for the 2009 NLTRA Board Election. The seats up for election include Large Lodging, Retail, and Restaurant. Steve noted that these seats are all coincidentally occupied by Board members who have reached their term limit. Due to the vacancy earlier this year, the Ski Area seat will also be included in the election for the remaining two years on the term. Steve reported that the Bylaws require an Elections Committee to have between three and seven members and shall consist of at least one

member of the Board (not running for election) and one Chamber member not currently serving on the Board. Duties include soliciting qualified candidates for nomination. McClintock Accountancy serves as the independent “Inspector of election” to receive ballots and ensure the integrity of the voting process. The three requested actions are for the Board to formally announce “Notice of Election, direct staff to work with the NLTRA Board Chair to organize the 2009 Elections Committee, and authorize the Chair to appoint members to the Elections Committee. It was suggested that staff consider using an electronic method for voting in the elections. Steve said staff will research voting options for the next cycle. It was also suggested to organize a mixer built around the election to encourage more participation and voting. Roger Beck volunteered to serve on the Elections Committee.

- 13.2 M/S/C (McIntyre/Dudley) (8/0) to formally announce the “Notice of Election, direct staff to work with NLTRA Board Chair to solicit qualified participants for the 2009 Elections committee, authorize the Chair to appoint members to the committee and appoint Dave Wilderotter as Chair of the Elections Committee.**

14.0 CHAIRMAN’S REPORT

- 14.1 Alex Mourelatos reported that he has been appointed as the Compliance Officer by the Executive Committee consistent with the adopted Whistleblower Policy. Alex said he will work with Steve to send out the quarterly letter to the Membership focusing on outreach and encouraging involvement in our processes such as the Board elections. He will also encourage the membership to attend or send a representative to our Board and Committee meetings and participate in our events and programs. Alex reported on contract negotiations with Placer County. In regards to the internal journal transfers, we have communicated our auditor’s concern to the County Executive Office. Placer County is preparing response. The purpose of the discussion is to make the billing process more efficient. He said the County has also requested that we develop an agreement for infrastructure grant recipients to formalize their obligation to show how approved Infrastructure funds are spent. Alex said the Executive Committee intends to get the contract to the board of supervisors for approval by October 6th. Tom Murphy expressed concern about operations with the delay in contract approval. Alex said it is important that both the NLTRA and Placer County reach agreement on the contract. Steve Teshara added that there could be a double or triple payment submitted to the NLTRA once the contract is approved to address cash flow issues.

15.0 CHAMBER OF COMMERCE REPORT

- 15.1 Kym Fabel reported that the Chamber of Commerce Advisory Committee recently approved the Community Marketing Grant Program funding criteria for FY-2009/10. She said there is \$30,000 available for special events in the program this year. The deadline to submit a grant application is October 9th. An press release will go out today to our membership that outlines the purpose of the grant and criteria for eligibility. She said the application also explains the information an applicant is responsible to provide back to the chamber such as ROI. Kym reported that as part of the grant program this year, each grantee will be provided with resources and marketing assistance by the NLTRA. Roger Beck suggested we create an umbrella event to better market local events. Deb Dudley agreed and suggested multiple events should come forward and make a joint grant request. She said an umbrella event is something the Marketing Task Group can organize. Steve Teshara noted that the NLTRA currently packages and promotes fall events under the umbrella of Fabulous Fall Festival. He said the Chamber Committee wants to coordinate with the Marketing Committee on promoting community partner events. Tom Murphy suggested we reach out to larger event coordinators in order to promote their events earlier. Deb said the NLTRA Special Events Coordinator can

identify events, suggest how they can work collaboratively, and come up with promotional ideas. She said we also need to focus on filling in the seasonal gaps.

- 15.2 Kym distributed a calendar of fall events. The next mixer is a joint mixer with the Truckee Donner Chamber of Commerce scheduled to be held at the Resort at Squaw Creek on Thursday, September 10th. The mixer will feature the Resort at Squaw Creek's annual holiday showcase. Kym reported that the Autumn Food and Wine Festival will begin on Friday, September 11th. She encouraged all Board members to attend and participate in festival activities.
- 15.3 The Chamber is co-sponsoring a workshop with the Sierra Human Resources Association titled *Strategic Renewal for Human Resource Professionals*. Two Welcoming Places interactive workshops are scheduled to be held October 6th and the 15th. The location and costs are still being determined for both workshops. Alex asked Kym to work with the Retail and Lodging seats to promote the Welcoming Places program to front line employees. Steve Teshara added that the Welcoming Places program can be customized for individual companies.
- 15.4 Kym reported that the Annual Membership Luncheon is scheduled to be held at the North Tahoe Events Center on Wednesday, October 7th following the Board meeting. Placer County District 5 Supervisor Jennifer Montgomery and District 1 Commissioner for Washoe County John Breternitz will be the keynote speakers at the Luncheon.

16.0 MARKETING REPORT

- 16.1 Andy Chapman gave an update on Autumn Food and Wine festival planning. He said there will be 30 restaurants participating and over 50 wineries featured at the event. This year, surveys will be conducted during the event in addition to the annual post event survey sent out to our Autumn Food and Wine database. There will be a strong press attendance this year including representatives from Cooking Light and Ski magazine. He said there are significant editorial opportunities. Overall ticket sales for Saturday and Sunday events show an increase over last year.
- 16.2 Andy reported on the potential new North Lake Tahoe Ski Resort Cooperative. He said the purpose of the cooperative would be to leverage dollars with ski resorts in mid-January to create a strong North Lake Tahoe message in the San Diego market. San Diego is a good market for our area. Along with direct air service to the Reno/Tahoe International Airport, San Diego is recreation focused. In conjunction with the message, the ski resorts agreed to offer a "Buy Two, Get One Free" Ski Tahoe North Interchangeable lift ticket. Andy intends to ask lodging partners to offer a similar package. The cooperative would include a Leisure Sales and PR effort in San Diego targeting local retail shops. Jennifer Merchant suggested broadening the plan to include retail shops in our area in the cooperative. Andy said the media plan would drive consumers to a specific splash page. The page could offer lodging, retail opportunities and special offers.
- 16.3 Andy reported that the NLTRA along with partners will submit a bid for the 2011/12 Mountain Travel Symposium (MTS). The bid will be reviewed next April at MTS.

17.0 ACTIVITY REPORT

- 17.1 Ron Treabess reported on recent winter transit planning meetings. A meeting was held on Donner Summit to discuss transportation needs for summit ski resorts in addition to Sugar Bowl. The resorts have agreed to contribute funding for an expanded service. Ron attended a workshop yesterday at Northstar to continue discussions related to employee transit pass fares. Will Garner with TART confirmed that revisions will be made to the program to accommodate ski area employees.

- 17.2 Ron gave a brief update on the traffic calming devices project. He reported that there are four demonstration crosswalk signs now in place and they have shown immediate effect. He said permitting issues with Caltrans are still pending. The project was organized by the North Tahoe Business Association's Executive Director Cheri Sprenger with assistance from the Tahoe City Downtown Association and the Placer County Department of Public Works.
- 17.3 The Tahoe Conservancy Board is meeting at the end of September to reassess bike trail funding for our area. The Conservancy's highest priority is to help complete the Lakeside Trail in Tahoe City. In conjunction with this priority, the TCPUD will come before the NLTRA at the end of the month for an infrastructure grant request for the Lakeside Trail.
- 17.4 Ron reported that there is a contract in place to install demonstration wayfinding signage projects at three north shore locations including Lake Forest, Dollar Point, and National Avenue.
- 17.5 Ron distributed pictures showing the progress of the Squaw Valley bus shelters. The two shelters are scheduled to be completed this fall. He suggested the Chamber host a ribbon cutting event in conjunction with the Board of Supervisors meeting in October to celebrate the volunteer based program. Tom Murphy asked about the exposed concrete. Ron said he would follow-up with the contractor.
- 17.6 Funding for the Tahoe Vista Recreation Area project is on hold until the NLTRA's project recommendation can be presented to the Placer County Board of Supervisors for approval.
- 17.7 Ron said the NLTRA/Chamber of Commerce is taking the lead role to prepare an application for the North Lake Tahoe-Truckee Resort Triangle to be designated a "Bicycle Friendly Community". The first part of the application has been submitted and accepted with an authorization to proceed to phase II.
- 17.8 Alex Mourelatos suggested that staff schedule a meeting with the Tahoe Vista lodges and Northstar to discuss transit services in the Tahoe Vista/Kings Beach corridor.
- 17.9 Roger Beck said the estimated funding for the performing arts center at Northstar (approximately \$30 million) is greater than his original vision. He suggested we consider supporting a smaller project. Debbie Casey confirmed that Tahoe Mountain Resorts Foundation will look to the NLTRA for support in getting the project started. She said the foundation is waiting for written confirmation from the land owners (CNL) that the land is available for the project before they refine their estimate. Jennifer Merchant asked for clarification regarding the size of the theater. Debbie said the outdoor portion will accommodate 2,500 and the indoor portion of the theater will seat 500. Ron McIntyre suggested the NLTRA continue to support the project awaiting the final estimate before considering next steps. Ron Treabess agreed and noted that the theater at Northstar is the only project within our jurisdiction that has momentum. Roger said the goal of performing arts is to generate more room nights. He wants the NLTRA to make a meaningful contribution to a phased project.

18.0 PRESIDENT & CEO'S REPORT

- 18.1 Steve Teshara reported on the 2009 Lake Tahoe Forum. He said combating aquatic invasive species in Lake Tahoe emerged as the primary focus of the forum. Efforts are underway to increase funding for this important work.

- 18.2 Steve and other Tahoe stakeholders met with Senator Feinstein the day before the forum to discuss the reauthorization of the Lake Tahoe Restoration Act (LTRA). The LTRA would authorize additional federal funds for Lake Tahoe Environmental Improvement Projects (EIP). The funding in the bill would go to the Environmental Protection Agency, U.S. Fish and Wildlife Service, and the U.S. Forest Service. He confirmed that obtaining these funds does not preclude us from securing other federal monies for projects such as the Kings Beach Commercial Core Improvement project. Julie Regan added that Lake Tahoe may have the opportunity to get into the President's budget which would elevate us to a national priority.
- 18.3 The Placer County Office of Economic Development is hosting a community workshop on economic development strategies for Placer County, including the North Lake Tahoe area. The workshop is scheduled to be held Wednesday, September 16th in the Laurel Room at Northstar from 4:00 p.m. to 6:00 p.m. Staff is preparing a letter with comments from the Chamber Advisory Committee for submittal at the workshop. Ron McIntyre recommended that the letter include a request that the County form a local committee to advise the Redevelopment Agency on redevelopment and economic development projects and programs. Steve noted that the Economic Development Board will hold its annual Tahoe meeting the following day at Northstar, from 12 noon to 2:00 p.m.
- 18.4 Steve reported that he and Sally Lyon recently attended a town hall meeting organized by the Sierra Business Council and the Bay Area Council to hear a presentation by an organization called *Repair California*. Repair California is working to prepare two ballot initiatives to amend the California Constitution to allow the people of California to call a Constitutional Convention. More information about the efforts of Repair California is available at www.repaircalifornia.org.

19.0 DIRECTORS' COMMENTS

- 19.1 Jennifer Merchant reported on TOT collections for the 4th quarter. She said the Tahoe Area collection is \$8,260,519 which is down approximately 8% from last year. She said the statistical report for room occupancy should be available soon.
- 19.2 Ron Parson reported that the NLTRA has been consumed by contract negotiations and needs to shift back to its primary functions and focus as outlined in the Strategic Business Plan. He said we need to gather more information from our lodging properties related to occupancy. He said we also need to encourage our community and lodging partners to actively participate in our organization goals and processes. Roger Beck agreed and said we need to support the fiscal health of our community. Tom Murphy noted that our marketing focus is to drive occupancy. He said that effort has not diminished.
- 19.3 Deb Dudley reported on discussions from yesterday's Chamber Advisory Committee meeting. She said the committee is very interested in developing a strategic plan for our visitor centers.
- 19.4 Julie Regan reported that work on the TRPA Regional Plan update continues. The next series of workshops are planned in September with the TRPA Governing Board. She said the plan will influence the local economy which is why it is important that the community participate in the process to better understand reinvestment and revitalization opportunities. She noted there are many negative perceptions in the community about the update. Jennifer Merchant stressed the importance of the regional plan update to our local economy. She said it is important for the Governing Board and elected officials to know that not everybody believes TRPA is doing a poor job with the regional plan. She said since the NLTRA/Chamber is involved in economic indicators maybe the Board should consider becoming involved in the regional plan update at a greater level.

Jennifer asked the Board to consider the position of the organization and involvement related to this issue. Steve Teshara said those issues are the thrust of the Regional Plan Initiative, being developed by the Chamber in collaboration with the South Shore Chamber of Commerce and involvement from TRPA. He said once the package is complete, the Chamber will publish the information data and recommendations. Alex Mourelatos suggested the Board consider our public advocacy role related to the regional plan and not necessarily for specific projects. Jennifer said the Board needs to discuss the policy approach in dealing with this issue. Steve said there would need to be Board policy to address this issue and suggested the NLTRA may need to come out in support of specific projects such as the Kings Beach Commercial Core Improvement project. Jennifer said regarding support for specific projects, it should be based on objective economic indicators. Ron McIntyre reported that in the past, Placer County has requested that the NLTRA stay out of planning approval. He suggested we support initiatives such as place-based planning which was intended to provide comment to the regional plan. Jennifer said it is not prohibitive in the contract. Ron feels we should be more involved in the process. Jennifer said it would be more palatable to become more involved if it were based on economic data. Alex said we should seek guidance from the County on any position we take. Jennifer suggested we go back to the Scope of Work related to the NLTRA's involvement in the regional plan. She said there is window to do that under the contract. She said the Board is also a Chamber of Commerce outside of the contract and, as the Chamber, has more opportunity to take positions. Steve suggested that as part of the November meeting, we should schedule a workshop to further discuss this issue.

20.0 MEETING REVIEW AND STAFF DIRECTION

- 20.1 Staff will update and finalize the NLTRA Board Handbook with the approved description of the composition and duties of the NLTRA Executive Committee and mail a copy to each Board member for review and signature. The Executive Committee description will also be included in the NLTRA Bylaws. Staff will update the *NLTRA Supplemental Operating Policies and Procedures* document related to Marketing Committee terms and finalize and publish the Strategic Business Plan FY-2009/10. Staff will move forward on the final draft Year End Report for FY-2008/09 for review and approval in October. Chamber staff will move ahead with the Board elections process as directed. The Lodging Subcommittee will be reformed into a forum to engage the lodging community in our process.

21.0 ADJOURNMENT

- 21.1 The NLTRA Board meeting adjourned at 11:26 a.m.

Submitted by,
Sarah Holster
Executive Assistant