



**BOARD MEETING MINUTES**  
**Wednesday, March 4, 2009 – 8:30 a.m.**  
**Tahoe City Public Utility District**

**Preliminary Minutes**

**ATTENDANCE:** Ron McIntyre, Jennifer Merchant, Dan Tester, Deb Dudley, Ron Parson, Alex Mourelatos, Jim Kercher (8:46 a.m.), Roger Beck (8:46 a.m.), Dave Wilderotter (8:54 a.m.), and Tom Murphy (8:55 a.m.)

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

**OTHERS IN ATTENDANCE:** Pettit Gilwee, Steve Kastan, Nova Lance-Seghi, and Wendy Hummer

**1.0 CALL TO ORDER – ESTABLISH QUORUM**

- 1.1 The meeting was called to order at 8:39 a.m. by Board Chair Alex Mourelatos and a quorum was established.

**2.0 PUBLIC FORUM**

- 2.1 Dan Tester reported that the extra snow removal service on Squaw Valley road has been very helpful and dependable. Jennifer Merchant reported that additional TOT funds in the amount of \$100,000 are being used to provide extra service on ski area roads. Dan noted that Alpine Meadows road was closed this morning. Steve Teshara reported that the funds allocated to Alpine for extra "snow removal" are being utilized for avalanche control.
- 2.2 Sally Lyon reported that 2<sup>nd</sup> Quarter TOT was down \$124,000 (8.26%) from last year, but, to date, TOT collections are up overall by 5.11%.

**3.0 AGENDA AMENDMENTS AND APPROVAL**

- 3.1 M/S/C (Parson/Tester) (6/0) to approve the agenda with the moving up of items G and H before Closed Session.

**4.0 CONSENT CALENDAR**

- 4.1 M/S/C (Parson/Dudley) (6/0) to approve the consent calendar as presented.

**5.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE APPOINTMENT OF MICHAEL BENNETT TO THE CHAMBER OF COMMERCE ADVISORY COMMITTEE**

- 5.1 M/S/C (Dudley/Merchant) (6/0) to approve the appointment of Michael Bennett to the Chamber of Commerce Advisory Committee.

**6.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE JANUARY 31, 2009 FINANCIAL STATEMENTS**

- 6.1 Sally Lyon reported that the Finance Committee recommended approval of the January 31, 2009 Financial Statements. She noted that Ski Tahoe North ticket sales are up significantly

from last year and from budget. Ron Parson suggested we inform the community about the success of the Ski Tahoe North program and also the decreases in TOT. He said the community anticipates the reduction of TOT to be greater than 8% and they should be informed about the actual numbers. Steve Teshara confirmed that staff would send out the information in an e-mail blast to the membership. Dan Tester asked if monthly TOT payers could be used as an indicator of how TOT is performing by quarter. Jennifer Merchant explained that there are so few properties that pay monthly that providing the information would jeopardize confidentiality. She confirmed that she sends out a monthly TOT report to the Board. Ron McIntyre referred the Board to the economic indicators report for monthly TOT comparisons. Deb Dudley suggested that after the monthly Board meetings, staff should prepare a report on items of interest to the community such as marketing dollars, TOT trends, the Ski Tahoe North program, and community workshops. She suggested the report be concise and refer the community to [www.nlra.org](http://www.nlra.org) for more detailed information. Roger Beck asked staff to report on TOT factually and not emotionally. Deb suggested we compare our TOT to other resort destinations to put our current economic situation in perspective.

**6.2 M/S/C (Dudley/Parson) (10/0) to approve the January 31, 2009 Financial Statements.**

**7.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE THE CFO'S REQUEST TO MOVE NLTRA INFRASTRUCTURE FUND INVESTMENTS**

7.1 Sally Lyon reported that due to increasing interest rates, she would like to transfer approximately \$400,000 to local financial institutions such as Citizens Bank and Plumas Bank. She said the Finance Committee recommended approval of the transfer. Ron Parson noted that all funds would continue to be fully FDIC insured.

**7.2 M/S/C (Parson/Dudley) (10/0) to approve the CFO's request to move NLTRA infrastructure fund investments.**

**8.0 DISCUSSION AND POSSIBLE ACTION ON REQUEST BY PLACER COUNTY DEPARTMENT OF PUBLIC WORKS FOR INFRASTRUCTURE FUNDS UP TO \$68,000 TO DESIGN AND INSTALL A COMMUNITY WAYFINDING SIGNAGE DEMONSTRATION PROJECT AT THE TAHOE CITY TRANSIT CENTER**

8.1 Ron Treabess reported that in early 2008 the NLTRA and Placer County Board of Supervisors approved an infrastructure allocation to secure the professional services of consultant Carrier Johnson-Culture to prepare a guidelines manual for regional wayfinding signage. The manual is near completion. Ron said the steering committee is still working on the permitting process. However, it was agreed that as the project progressed, a demonstration project would be completed to test the manual's effectiveness. The concerns raised at the Joint Infrastructure/Transportation Committee meeting included lighting of the signs. Ron reported that there is not a specific standard for lighting in the manual. He said lighting would be part of the individual proposals. In addition, the committee directed staff to work with the community to identify potential locations for signage and create a master plan. The demonstration project will show what guidelines and policies need to be changed. Currently all signage standards apply to the property owner and do not include off-site signs. Ron introduced Nova Lance-Seghi with the Placer County Department of Public Works (DPW). He said the DPW is requesting infrastructure funds to design and install a demonstration signage project at the Tahoe City Transit Center. He said the transit center site will allow us to test several different types of signs and guidelines in the manual. He anticipates that project will encourage other agencies to install signage with regional consistency. The project would be included as part of the permitting already in place for the transit center.

8.2 Discussion followed in regards to the DPW funding request.

- 8.2.1 Ron McIntyre said staff was directed by the Joint Committee to work with the community to identify sign locations for a regional signage plan. In addition, he asked Placer County to return any unused NLTRA funds back to the organization for other projects.
- 8.2.2 Tom Murphy suggested that any lighting be night sky compliant. Nova Lance-Seghi confirmed that night sky compliance is a TRPA regulation. Jennifer expressed concern that lighting wasn't addressed in the manual and said the purpose of the manual is to maintain conformity. She said TRPA and Placer County have lighting regulations that should be included in the manual. Alex Mourelatos noted that lighting issues will be addressed in the test project. Ron Treabess confirmed that lighting is addressed in the manual, but not by sign type. As a result of the demonstration project, there could be additional changes to the existing lighting policies.
- 8.2.3 Ron Parson suggested that the overall transit center funds should include funding for signage, especially with the decline in construction costs. Jennifer confirmed that the NLTRA reached out to Placer County to do a wayfinding signage project as part of the transit center project. Nova reported that signage would have been included in the project, but not necessarily consistent with the signage standards that are currently being developed. She said the demonstration project will benefit in cost from the transit center's existing permitting that has already been completed. Roger Beck said he is opposed to the project because he feels the allocation is a subsidy to the transit center project. He said it is not true wayfinding signage because it is not directing visitors from place to place.
- 8.2.4 Jim Kercher asked about the transit center funding shortfall. Ron McIntyre explained that the County is still securing funds from other sources. Jim said it appears that even if there is an excess of funds for the transit center, that money would not go towards signage since it was not part of the project plan. Jim noted that the amount being requested is reasonable. Steve Teshara suggested that given the amount applied for and lower construction costs, perhaps the County could fund signage within the project construction budget. He said that would alleviate the need for the additional allocation.
- 8.2.5 Tom said there is a need for lead-in signs. Ron Treabess said that is not part of this demonstration project. Tom said that does not meet the wayfinding purpose. Alex Mourelatos said we need a master plan of signage to address these concerns. He suggested there is a need to develop a funding incentive strategy that would encourage the communities to invest in wayfinding signage. Ron said staff would take the lead on hiring someone to do a master plan. He said there is funding earmarked in the Integrated Work Plan for wayfinding signage projects which should incentivize signage proponents to request funding for projects. Jennifer confirmed that Placer County would work with Caltrans on companion signage leading up to the transit center. In regards to Roger Beck's earlier concern about wayfinding, she reported that there is more than one sign type as part of the demonstration project including directing visitors to raft and transit parking and bike trails. She said there is an internal wayfinding signage component.
- 8.2.6 Dave Wilderotter said he supports the project. The project will define what wayfinding is outside the project area. Dave feels that companion signs cannot be installed until the demonstration project is completed. Jennifer agreed and said the companion signs may need to include other content besides the transit center. Tom said any approaching signs should have similar design to what is in the manual. Ron confirmed that Caltrans has been a key participant in the manual development and are familiar with the design elements.

- 8.3 **M/S/C (McIntyre/Wilderotter) (8/0/2 No – Beck and Parson) to recommend to the Placer County Board of Supervisors the Placer County DPW request for infrastructure funds up to \$68,000 to design and install a community wayfinding signage demonstration project at the Tahoe City Transit Center with the addition of a report based on lessons learned and if other funds become available, they be used prior to spending NLTRA funds.**

**9.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE ONE YEAR EXTENSION OF CONTRACT WITH THE CALIFORNIA TAHOE CONSERVANCY TO PROVIDE RENTAL SERVICES AT NORTH TAHOE BEACH IN KINGS BEACH**

- 9.1 Steve Teshara reported that the California Tahoe Conservancy (CTC) is interested in continuing its contract for rental services at North Tahoe Beach with the NLTRA. The NTPUD is responsible for the maintenance of the facility, which is a separate contract. He said the rental revenue helps the CTC offset costs of the maintenance agreement. The NLTRA receives a commission and a portion of the security deposit (\$50) for our services. Steve noted that prior to this year we dropped our additional insurance coverage because it falls within our existing commercial liability insurance. Steve reported that rentals were down last season and staff is looking for ways to further promote the facility. Steve said due to the CTC's commitment to public access, there are some key rental dates and times that are blacked out. Sally confirmed that we don't incur expense so we generate some revenue through rentals. Jennifer said marketing the facility would incur expenses. Steve clarified that staff is looking for ways to publicize the availability of the facility in ways that do not incur costs. He noted that as part of this agreement, the NLTRA is given free space to provide visitor information services at that location in the summer.

- 9.2 **M/S/C (Beck/McIntyre) (10/0) to approve the one year extension of contract with the California Tahoe Conservancy to provide rental services at North Tahoe Beach in Kings Beach.**

**10.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE EXTENSION OF THE NORTH LAKE TAHOE MARKETING COOPERATIVE LEGAL AGREEMENT BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU**

- 10.1 Andy Chapman reviewed the Marketing Cooperative budget. He demonstrated how joining the coop has eliminated duplicative spending efforts in marketing for North Lake Tahoe. Andy highlighted areas on the performance review document. He reported 29% of visitors to the Web site are clicking through to lodging properties. He submitted a click through report for each lodging property and noted that recent click throughs in January were up 20% and up 22% in February. Andy reported that we are starting to track Cool Deal packages. In January, there were over 2,000 click throughs to lodging properties from the Cool Deals page. Andy reported that the Marketing Committee unanimously recommended approval to the Board of Directors the extension of the North Lake Tahoe Marketing Cooperative legal agreement between the NLTRA and the Incline Village Crystal Bay Visitors Bureau (IVCBVB).

- 10.2 Discussion followed in regards to the extension of the Marketing Cooperative legal agreement.

10.2.1 Ron McIntyre expressed concern about conference leads. He said it appears leads in 2005/06 led to higher rooms booked than in 2007/08. Andy said he would confirm the number and resend, if incorrect.

10.2.2 Roger Beck asked for clarification regarding the decrease in Incline's funding participation. Andy said the number is based on actual TOT collected. He

confirmed that they are meeting the minimum funding percentage for the cooperative. Steve noted they had some challenges since losing CalNeva TOT.

10.2.3 Ron McIntyre asked staff to provide a report that shows the click through by property type. Discussion followed with regard to the property categories. Andy noted that the Placer County County-wide Tourism study will breakout that specific information. Jennifer Merchant said the County is working to collect that information, but they are struggling with where to place properties that recorded themselves as *other*.

10.2.4 In regards to discussions at last meeting pertaining to cost per visitor to the Web site, Andy reported that we are spending \$1.17 based on paid media and \$1.86 based on total media paid and unpaid. He said based on total budget of the coop the cost per visitor is \$2.70, \$4.11 for cost per click to properties under paid media, \$6.50 from total media, and under total budget \$9.40 per click. Andy said he would update the performance review document with these numbers. He confirmed that he is working with the agency to update the indicators. Alex asked if there is a benchmark to determine whether our spending is similar to other destinations. Wendy Hummer said that although she is not aware of a specific benchmark, our spending per click is equal to other DMO's. Jennifer asked that the click through report be broken out by Placer County and Washoe County. Andy said he would breakout the report by area (town) and County.

10.2.5 Jennifer expressed concern related to section 1.3 (page 2) of the Cooperative Marketing Committee (CMC) agreement. She said the Placer County/NLTRA Contract states the NLTRA Board will be the final decision maker on how TOT funds are expended. She said the CMC agreement reads differently. Steve Teshara explained Incline's representatives on the CMC are responsible for bringing forward their organization's input to the coop and vice versa. He said it has been a compatible relationship, but if there was ever an issue, our representatives would come back to the NLTRA's Marketing Committee and Board for direction. Dan Tester feels that a change in the language of the contract would be inconsistent with a coop partnership. Deb Dudley said there is an "out" clause built into the agreement. Alex agreed and said section 10.7 addresses conflicts between parties. Jennifer asked that 10.7 should be clarified to specifically refer to the CMC agreement and not the Placer County/NLTRA Contract.

10.2.6 Roger Beck asked about *Total Reach* on the performance review document. Wendy explained that that is related to target market averages. Andy confirmed that staff is working with the agency to establish more useful indicators.

**10.3 M/S/C (Tester/Parson) (10/0) to approve the extension of the North Lake Tahoe Marketing Cooperative Legal Agreement between the North Lake Tahoe Resort Association and the Incline Village Crystal Bay Visitors Bureau.**

**11.0 REPORT ON OUTCOMES OF THE MARKETING WORKSHOPS HELD FEBRUARY 24<sup>TH</sup> AND MARCH 3<sup>RD</sup>, BOARD DISCUSSION AND FURTHER DIRECTION TO STAFF RE: NEXT STEPS IN UPDATING NLTRA MARKETING STRATEGY DOCUMENT AND MARKETING PLAN FOR FY – 2009/10**

11.1 Andy Chapman reported on the February 24<sup>th</sup> and March 3<sup>rd</sup> marketing workshops. He said a formal report is being completed by Lauren O'Brien with Streamline Consulting who facilitated the meeting. She will submit her report based on discussions and feedback from the workshops. Many issues raised during the workshops focused on special events; it was suggested a special events workshop be scheduled in early spring. In addition, discussions revolved around our marketing programs such as the community marketing program, special event grants, ROI and expenditures for the Placer County Film Office and the consumer marketing Web site. Feedback suggested an increase in marketing dollars for conference

sales since it has demonstrated significant ROI. Other discussions centered on the balance between drive and destination marketing and increased location-based marketing funds.

- 11.2 Discussion followed with regards to the input from marketing workshops. Jennifer said it is important to have the special events workshop prior to budget preparations. Alex Mourelatos agreed and said we also need to define what a local event is, how important events are to our marketing strategy, and the NLTRA's role in special events. Andy noted it is also important to identify peak vs. off season timeframes. Deb Dudley said the workshops provided a good opportunity for us to inform the participants about what we have done in response to last year's workshops. Dave Wilderotter agreed and said he believes the community feels they have been heard.
- 11.3 Ron McIntyre said Placer County contributes a significant amount of TOT back to our area in comparison to other counties. He said we should communicate that to the community. Jennifer said she does not have information for all counties, but last year Placer County conducted a TOT distribution survey and Placer County was a top contributor. She asked staff to research information provided by the state in regards to how different counties distribute TOT.
- 11.4 In response to the workshop feedback related to the marketing allocation for the Placer County Film Office, Jennifer confirmed that ROI shows that for every dollar spent of the \$54,000, we get \$28 dollars back in room revenue, TOT and sales tax. Jennifer said for our investment the return to the community is high. Steve Teshara suggested we post ROI information for all our coop efforts on [www.nltra.org](http://www.nltra.org). He noted that the State of California has data for revenue generated through tourism and what revenue returns to the state, county, and city level. Deb reported that the information is available through a Dean Runyan report (2008) on the State of California research site. The report shows that for every dollar spent in Placer County for tourism promotion, the return on investment is \$383 back to the economy and \$28 back to tax. She said it also shows jobs generated by tourism, industry earnings, and visitor spending by category. Dave said he believes that if NLTRA TOT funding is cut, TOT revenue should still remain in the basin in one form or another. Deb said it is important to track that correlation because if funding is cut, we need to be aware of the long term impacts to marketing. Jennifer confirmed that the County is not looking to make cuts to marketing. She will be working with staff on budget scenarios to address funding cuts. Alex said we need to identify our priorities and marketing strategy and work with the County on funding based on constraints.
- 11.5 Alex said the workshops were productive but we need to continue outreach to our constituents with our marketing strategy and efforts throughout the year. Jennifer said we should avoid posting proprietary information on the Web site. Alex said we are struggling with the balance of informing the community and maintaining our privacy. Andy explained that it is not unusual for destinations to post where they spend public money. Steve confirmed that we are on track with the *Strategic Planning and Budget Development Process* (Six Month Plan).

**12.0 STATUS REPORT/BOARD DISCUSSION AND FURTHER INPUT ON UPDATING THE FY-2009/10 INTEGRATED TRANSPORTATION AND INFRASTRUCTURE WORK PLAN AND LONG RANGE FUNDING PLAN FOR FY – 2009/14**

- 12.1 Ron Treabess reported on the process for updating the Integrated Work Plan. The process began in January at the Joint Infrastructure/Transportation Committee meeting. A public workshop was held the evening of February 10<sup>th</sup> to get feedback from the community and our partner organizations. The comments from both workshops have been incorporated into the document. Additions to our priority list include the *advancement of the Olympic Ski Museum, the 2010 Olympic Heritage Celebration, and the related Squaw Valley Visitor Information Center*. The other addition is *selecting some smaller projects that can be advanced and completed in a reasonable timeframe*. Ron highlighted items in the plan. He

said the Lakeside Multi-purpose Trail continues to be a high priority. The California Tahoe Conservancy (CTC) funding for bike trails has been cut and our funding may be necessary to continue the momentum of those projects. He noted that infrastructure funds being held by Placer County are accumulating and said if there are appropriate projects approved by the NLTRA Board and Placer County Board of Supervisors, we can request funds beyond what is contemplated for the FY-2009/10 Infrastructure Budget.

- 12.2 Ron reported that the budget request for Transportation is \$200,000 less than last year because TART is requiring less TOT revenue to provide services and the services are operating more efficiently. He confirmed that revenues on the North Lake Tahoe Express are increasing, which reduces our subsidy. Ron suggested that if TART cuts service due to budget constraints, TOT would be an appropriate funding source to "backfill" TART services. Deb Dudley asked if the NLTRA has considered combining transportation with the Truckee Tahoe Unified School District (TTUSD) since they are also having a budget shortfall. Jennifer Merchant said that opportunity has been discussed, but the training required for school bus drivers is significant; greater than that for TART drivers. In addition, she said the commute time for schools and ski areas are the same so that would require additional capital to provide more vehicles. Ron reported that the Tahoe City Trolley will not be included in the 2009/10 plan due to low ridership; funds will be redirected. He also reported that it had been the hope to have year 'round service on Highway 267. TART is unable to continue non winter services so funding is needed for an alternate service on Highway 267. The service will not be continuous, but will begin again in the summer and end in the fall. Ron confirmed that staff will draft an RFP for the service through the Tahoe Transportation District (TTD). Ron reported that the Tahoe Vista/Northstar Winter Pilot program will be evaluated at the end of the season, but currently there are no TOT funds allocated in the draft work plan to continue the service next year.
- 12.3 Dave Wilderotter suggested winter traffic management does not need to be as extensive as it has in the past; holidays and Saturdays are sufficient. Dave asked for more details about the status of the pilot program in Tahoe Vista. Ron said at the end of April, numbers show that the program is successful with visitor and local ridership. He said it may not be an appropriate expenditure for TOT, but Northstar and Tahoe Vista lodging could continue the service next year. Ron McIntyre said the need for winter traffic management is based on snow conditions. He agreed that the service is needed on holiday weekends and Saturdays. He also suggested that the program maintain appropriate focus on the merge onto the West Shore from Squaw Valley.
- 12.4 Roger Beck said the plan is extensive and suggested staff stay focused on the priorities. Ron Parson feels the list is overarching. He said we need a clearer vision. Ron McIntyre said the Master Plan is our vision. Ron Treabess agreed and said the Integrated Work Plan supports implementation of Master Plan recommendations. Jennifer said the Board and the Committee should review the new list from the community workshop and determine whether we want to add projects to the Integrated Work Plan. Ron said he has already added appropriate projects to the list for Board review based on that input. Jennifer indicated that Placer County is not inclined to support projects on California State and Federal land. In addition, she said the priority related to the North Lake Tahoe Performing Arts Center and related programs should be focused within Placer County. Jennifer expressed concern in regards to the priority item related to the completion of smaller projects. She feels some of the smaller projects in the plan "border on silly". She said we should focus our infrastructure funds on larger and visitor serving projects. Dave disagreed and said smaller projects, like the speed limit signs in Kings Beach, can have a huge impact on the visitor's experience. Roger Beck suggested that each year we define small projects to be accomplished. Ron McIntyre said funding is accumulating at the County because we are working on larger projects and they take time to complete. He said we should not spend money on projects that do not have a strong impact. Roger said smaller projects allow us to demonstrate our accomplishments, which is important to the upcoming election. Alex Mourelatos said the pilot program is an augmentation strategy and it is important to hear from our lodging

community in regards to this type of program. In addition, he suggested we need an arts and culture project strategy. Alex said we should encourage those types of projects because they engage our visitor.

### 13.0 STATUS REPORT – DISCUSSION - FY-2008/09 CONTRACT COMPLIANCE MATRIX

- 13.1 Steve Teshara provided a monthly report on the contract compliance matrix. Jennifer confirmed that the additional conflict of interest information requested has been received by the CEO's office. Steve reported that a meeting was held to further discuss the issue related to Washoe County Booking Improvements. Based on that meeting, Andy is preparing additional indicators and financial reports to be reviewed by the Board. Steve confirmed that staff is on track to accomplish the TOT budget development process.

### 14.0 CHAMBER OF COMMERCE REPORT

- 14.1 Kym Fabel reported that in February the Chamber registered 11 new members for a total of 658 members.
- 14.2 Kym noted that the Chamber Business Plan is used as an annual roadmap to achieve Chamber objectives and action plans. She said consistent with Action 2 in the plan to support members, the Chamber held the 55<sup>th</sup> Annual Community Awards Dinner in February. Also in February, the Chamber co-sponsored a fundraiser for SnowFest! at Gar Woods. Kym noted that to date, SnowFest! events have been well attended. Pettit Gilwee with Pettit Gilwee PR added that SnowFest! has received significant coverage with minimal effort. Festival coverage was picked-up by KCRA, the LA Times, Sac Bee, and the San Francisco Chronicle. Kym reported that as part of the Chamber Plan, the Chamber is looking for ways to improve member services. In response to that, the Chamber conducted a President's holiday week business survey. Those that responded said their businesses served fewer visitors with a lower average customer spending. In reaction, businesses are expanding their hours to capture more visitors. Lodging properties are trying to achieve higher conversion rates. Businesses are enhancing their Web sites to reach new markets. To assist in this effort, the Chamber is conducting a series of ChamberEDucation programs to address marketing issues in a tough economic climate. On March 12<sup>th</sup>, Plumas Bank will discuss *Small Business Lending* and how to write a business plan. On March 19<sup>th</sup>, Smith and Jones will present *Enhancing your Web site*. In addition, Pettit will discuss free promotional and PR opportunities. On March 26<sup>th</sup>, speaker Michael Saab with PWA insurance will discuss *How the Stimulus Bill Affects your Small Business*, in addition to best practices to manage your 401K. Then on April 2<sup>nd</sup>, Michael Bennett, Publisher with the Sierra Sun, will present *Marketing 101* and how to reach new markets.

### 15.0 MARKETING REPORT

- 15.1 Andy Chapman gave an update on the expanded winter marketing campaign as recommended by the Marketing Committee and approved by the NLTRA Board. He said staff and agency decided to buy radio because the messaging is flexible and allows time to promote Cool Deals. Radio also allows the potential expansion of the buy from 3 to 5 weeks. In addition, radio reaches a larger percentage of our target audience in the Bay Area along with some coverage in Sacramento. Wendy Hummer reported that it is a good time to buy media. Our total cost for the campaign is \$37,386, but the total value is \$114,901. The campaign began February 23<sup>rd</sup> on stations KITS-FM, KFOG-FM, and KNBR/KTCT-AM in the Bay Area. Wendy reported that the week of March 2<sup>nd</sup> – 6<sup>th</sup>, we are working with the Woody Morning Field Trip Show (KITS-FM) on a text message based promotional giveaway where six winners and their guests will be invited to join the morning show staff on the North Lake Tahoe bus for a weekend getaway. Bounce back messages to those who entered will receive information on North Lake Tahoe and Cool Deals. Andy said staff would track Cool Deals during this promotion. In answer to Roger Beck's request about the radio spot, Andy said he would e-mail the spot to the Board this afternoon. Wendy reported that Sacramento



radio includes three stations KSEG, KSSJ, and KZZO with 30 to 60 second spots including promotions. The value of the campaign is \$13,300. To supplement the radio, the program also includes internet e-mail and newsletter sponsorships. Total cost is \$5,560 with a total value of \$16,775.

- 15.2 Andy reported that the Ski Tahoe North ticket sales are up significantly from last year and from budget. He said sales are national and international and do not include Northern California or Northern Nevada, where ticket sales are blacked out by agreement with the participating resorts.
- 15.3 Jennifer Merchant asked about the message of the radio buy. She expressed concern that the Woody Show “party bus” giveaway is inconsistent with our “nature seeker” message. Andy clarified that the message strongly targets our audience. Wendy added that we give the radio stations very specific copy points. She said it is sold as a ski trip. Ron Parson asked staff to send the Board and lodging properties the e-mail blasts that are going out as part of this campaign. He said it would be helpful to local lodging to know what information is being distributed to our target markets.
- 15.4 Alex Mourelatos reported that one recommendation made during the recent marketing workshops was that the NLTRA annually tag 5% of reserve funds to be a strategic response to market conditions. Ron McIntyre said he disagreed with that suggestion and said the allocation should be earmarked from the marketing budget, rather than reserves.

## 16.0 ACTIVITY REPORT

- 16.1 Ron Treabess reported that our transportation programs are getting high ridership. He encouraged the Board to read the highlights in his Activity Report.
- 16.2 Ron also reported that this month the Tahoe City Fish Hatchery will come before the Joint Infrastructure/Transportation Committee to request an infrastructure allocation for interpretive signage.
- 16.3 Ron distributed the final draft *Feasibility Study and Business Planning for New Cultural Facilities in North Lake Tahoe – Truckee*. He said we are participating in the formation of a regional organization to foster the implementation of this plan. Roger Beck suggested the Board review the plan to give direction to staff as it relates to implementation.
- 16.4 Ron gave an update on the Mousehole project. He said the Town of Truckee recently presented various ways to fix the Mousehole without removing the train tracks. These ideas were based on technical studies, including a series of borings. One preferred alternative is a sequential excavation which would allow the tunnel to be dug and built 10 feet at a time. The Town will take the recommendation to Union Pacific in May then prepare an Environmental Impact Statement.

## 17.0 PRESIDENT & CEO REPORT

- 17.1 Steve Teshara thanked NLTRA staff for planning the Community Awards Dinner, and the Resort at Squaw Creek for its support and hospitality as host site for the event.
- 17.2 Steve announced the upcoming annual Placer County Economic Development Breakfast scheduled to be held March 19<sup>th</sup> in Lincoln. The keynote address will be by Carolyn Betteta with the California Travel and Tourism Commission (CTTC). She will discuss what the CTTC is doing to market the State of California. In addition, there will be a presentation by the Ritz Carlton about the opening of the Ritz Carlton at North Lake Tahoe this fall. The final draft Placer County Tourism study will also be unveiled at the meeting. Roger Beck asked about the state budget for tourism. Steve said the CTTC budget is principally driven by the private sector. Pettit reported that the state budget is \$50 million with \$49 million coming

from assessed businesses. She confirmed there have been discussions as to whether those fees will come in lower due to the economy.

- 17.3 Steve noted that he serves on the Economic Development Board for Placer County representing the tourism sector. In addition, he served on a subcommittee of the Board to prepare an RFP for the Placer County Economic Study. He said a consultant has been selected and confirmed that North Lake Tahoe will be an official part of the County study.
- 17.4 Steve reported that there was a resolution passed recently in the California State Senate that created a joint Senate/Assembly Committee to oversee the protection of Lake Tahoe.
- 17.5 Included in the packet is a thank you letter from the Army Corps of Engineers that Steve received following the Community Awards Dinner. The Corps' Sacramento District was honored by the Chamber for work they have done in the Tahoe region.

## 18.0 DIRECTORS' COMMENTS

- 18.1 Jennifer Merchant provided a status report on the reallocation of funds assigned to NLTRA through the TOT general fund. She clarified that at the beginning of the fiscal year, the Placer County Board of Supervisors reduced the County budget by \$15 million due to a decrease in sales and property tax. There was an additional \$10 million cut which included a mandatory four days off for county employees. In formulating the 2009/10 budget, the Board of Supervisors is considering another \$18 million in cuts to the budget. She said due to this dire situation, the CEO's office staff has proposed a reallocation of \$500,000 that would have otherwise gone to the NLTRA budget. This funding will instead go to other services in the North Lake Tahoe area. She said the Board of Supervisors has accepted the recommendation and asked county staff to continue work on the proposal. Specifically, Jennifer said that the \$500,000 would be allocated to the dental clinic in Kings Beach, maintaining TART's base services in light of state funding cuts, a school resource officer, and animal control. Jennifer pledged to work with NLTRA staff and members of the Board to maintain NLTRA's budget and services that are important to the community. She said the NLTRA budget for 2009/10 would be approximately \$3.6 million not including county services. Ron McIntyre asked about carryover. Jennifer said there will be no carryover from 2008/09 to the 2009/10 NLTRA budget.
- 18.2 Ron Treabess clarified that CEO's recommendation to the Board of Supervisors did not specify NLTRA TOT. Jennifer confirmed that it was not specifically called out, but it was intended that the \$500,000 be reduced from the NLTRA budget. Roger Beck asked from which NLTRA departments the funding will be cut. Jennifer said she would review budget scenarios with the Executive Committee and NLTRA staff.
- 18.3 Deb Dudley said we need to demonstrate to the Board of Supervisors the impact to significantly cutting TOT. She said they need to understand the intent of what they voted on and the consequences.
- 18.4 Ron Parson said he was appalled that the NLTRA Board agreed to a contract last year that was counter to the interests of this organization. He said had the community known they would have addressed the issue with our local Supervisor. He said we need to inform the community about the action that has been taken. Ron McIntyre asked Ron to recognize that the Executive Committee and the Board were told two weeks prior to receiving the money that the organization had to sign the contract or would not have been funded at all. Ron Parson said we need to address this issue directly with our elected officials. Alex Mourelatos said the Executive Committee has had dialogue with members of the Board of Supervisors over the past few months. He said it had been agreed to accept the position the CEO's office took last year and not to create an issue for the Board of Supervisors at this time. Alex said we may not have an appreciation of the issues facing the County; however, the County may not know the value of work being done by our organization. Deb said we

chose not to send out a press release last year because we were trying to work in the spirit of cooperation with the County. It was also understood that funding would be renegotiated this year. Alex said funding percentages are being discussed. Roger said if \$500,000 is to be reduced from our budget, we should have been notified.

18.5 Ron McIntyre said the percentage of cuts to the NLTRA budget is disproportionate to the Placer County budget reductions. He doesn't understand why the NLTRA is taking an inordinately larger cut and said it appears the NLTRA is not valued. Deb agreed and said NLTRA's budget reduction is not equitable. Jennifer said TOT is not the only revenue source that goes into general fund so one source does not offset another. Deb said our funding should be based on the generation of TOT. Jennifer said the County, not the NLTRA, is responsible for collecting TOT. She said the County contracts with the NLTRA and TOT is general fund money. Dave Wilderotter expressed concern about the funding split. Jennifer said TOT has always been general fund money, so the County has always had the option of negotiating the funding split. Ron Parson said the Placer County Board of Supervisors and the County staff works for the community. He said it is our responsibility to inform the community about the issue and contact our elected officials directly with our concerns. In addition, he said we can't tie TOT generated to the association, but it was the understanding that when the NLTRA was created, 60% of TOT would be invested locally and managed by the NLTRA.

18.6 The Board directed the Executive Committee to communicate to the Board of Supervisors that our organization did not have opportunity to weigh-in on the funding issues based on the recent CEO staff recommendation (February 24<sup>th</sup>). In addition, they also directed that the Executive Committee continue to discuss reinstating the funding percentages and communicate to our constituency what happened during last year's contract negotiations and the current situation impacting North Lake Tahoe TOT invested through the local decision-making and recommendation process of the NLTRA.

18.7 Tom Murphy said these actions, taken by CEO staff, will likely prevent the renewal of TOT in 2012. Ron McIntyre said we are sensitive to the County's budget constraints, but would like our cuts to be proportionate to other "takes". Tom said our response needs to convey to the Board of Supervisors that TOT will be jeopardized and it is a valuable source of funding. Alex agreed and said need to show that lower TOT collections will impact county revenues and have long term effects. Ron Parson said the NLTRA also needs to tighten up the budget to show that we are trying to respond to the economic climate.

18.8 Ron McIntyre said it was the intent of the Executive Committee to have open discussions with the County. If there has been a decision made by the Board of Supervisors regardless of any discussion then we should raise the emotional level of our constituency to address the Board of Supervisors. Roger Beck said the first step is to draft a letter and follow-up with the Board of Supervisors. In addition, he said the NLTRA Board, and not County staff, should determine where the cuts are made within the NLTRA organization. Jennifer said the allocation of funds gets negotiated in the contract. Dave expressed concern that we were left out of the discussions regarding the \$500,000. He agreed that the NLTRA Board needs to be part of the FY-2009/10 TOT negotiations. He said if County staff is going to determine cuts, why have a meeting or a NLTRA Board for that matter. Alex agreed and said that is a core issue. He feels that if the NLTRA is just a contract to the County, the NLTRA has to decide if they want to continue serving in that role.

## 19.0 MEETING REVIEW AND STAFF DIRECTION (ACTION STEPS)

19.1 Steve Teshara reported that staff would send out TOT collection information to the membership in an e-mail blast. Staff will prepare a Monthly Activity Report to follow the Board meetings on items of interest to the community such as marketing dollars, TOT trends, the Ski Tahoe North program, and community workshops and e-mail blast to the community.

- 19.2 Provide a click through report broken out by Placer and Washoe County and by area.
- 19.3 Clarify item 10.7 of the North Lake Tahoe Marketing Cooperative legal agreement.
- 19.4 Research information provided by the state in regards to how different counties distribute TOT.
- 19.5 Staff will schedule a special events workshop prior to budget negotiations.
- 19.6 Revise the Integrated Work Plan.
- 19.5 Staff will bring back additional indicators and financial reports related to Washoe County booking improvements.

**20.0 ADJOURN TO CLOSED SESSION**

- 20.1 The meeting adjourned to Closed Session at 1:06 p.m.

**21.0 RECONVENE TO OPEN SESSION**

- 21.1 Board Chair Mourelatos reported that the Board provided direction to the President and CEO regarding personnel matters.

**22.0 ADJOURNMENT**

- 22.1 The meeting adjourned at 2:45 p.m.

Submitted by,  
Sarah Holster  
Executive Assistant



## **FINANCE COMMITTEE MINUTES**

Monday, March 2, 2009 – 11:00 a.m.

NLTRA Conference Room

### **PRELIMINARY MINUTES**

**COMMITTEE MEMBERS IN ATTENDANCE:** Ron McIntyre, Ron Parson, Mike Salmon (conference call), Alex Mourelatos, and Deb Dudley

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

**OTHERS IN ATTENDANCE:** Jennifer Merchant

#### **1.0 CALL TO ORDER – ESTABLISH QUORUM**

1.1 The meeting was called to order at 11:00 a.m. by Chairman Ron McIntyre 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 (Dudley/Mourelatos) (5/0) to approve the agenda as presented.

#### **4.0 APPROVAL OF MINUTES**

4.1 M/S/C (Parson/Mourelatos) (4/0/1 Abstention-Dudley) to approve the Finance Committee minutes of February 2, 2009 as presented.

#### **5.0 ELECTION OF COMMITTEE CHAIR FOR 2009**

5.1 M/S/C (McIntyre/Parson) (5/0) to elect Deb Dudley as Finance Committee Chair for 2009.

#### **6.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE THE JANUARY 31, 2009 FINANCIAL STATEMENTS**

6.1 Sally Lyon reviewed the Financial Analysis for the seven months ending January 31, 2009. The Statement of Financial Position showed that at the end of January operating cash is \$523,000. Marketing Cooperative cash is \$86,000 and Infrastructure cash is \$592,000. The receivable from the County for Marketing, Transportation, and G & A is \$1.8 million. Infrastructure funds being held by the County is booked as a separate receivable in the amount of \$5.5 million. Unearned revenue and deferred support related to Infrastructure is \$6.1 million. Chamber membership accounts receivable is up

\$106,000 from a month ago as the bulk of annual chamber renewals are billed in January, but overall receivables are down from a year ago with good collections. Accounts payable is down \$378,000 from a month ago due to infrastructure and transportation invoices paid. Advanced ticket sales at the end of the month are \$50,000. Change in net assets is (\$138,000) for the month of January and \$89,000 year-to-date.

6.2 The Statement of Cash Flows shows that cash and cash equivalents, including Infrastructure Investments, is down \$551,000 from the same month a year ago with spending down of infrastructure funds as requested by the County. There is a total decrease in cash of \$200,000 for the seven months ending January 31, 2009.

6.3 Sally highlighted items on the variance report. She noted that commissions from Ski Tahoe North ticket sales are up from budget by \$6,000 in January. Sally added that our revenue is based on a commission of 18%. Andy Chapman said the program is growing mostly due to Jeremy Jacobson working with third party providers and increased PR. Ron Parson asked about breakage for Ski Tahoe North tickets. Sally confirmed that we won't see the final number until the end of the fiscal year. The revenue is moved from the breakage account back to the Ski Tahoe North program. Sally reported that the marketing study reports/research line item was not budgeted. Ron Treabess clarified that that allocation was for the marketing portion of the resident and second homeowner surveys. Sally noted that transportation has been under budget due to slow vendor billings.

6.4 **M/S/C (Parson/McIntyre) (5/0) to recommend to the NLTRA Board of Directors the approval of the January 31, 2009 Financial Statements.**

**7.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND TO THE NLTRA BOARD OF DIRECTORS THE CFO'S REQUEST TO MOVE NLTRA INFRASTRUCTURE FUND INVESTMENTS**

7.1 Sally Lyon reported that the NLTRA has approximately \$200,000 at Wachovia and \$200,000 at UBS Financial. She recently received notification that our broker at UBS has switched to Wachovia and would like the NLTRA to invest all \$400,000 at Wachovia. She would like to open accounts at local financial institutions and take advantage of some slightly higher interest rates and keeping the funds local. Sally noted that Citizens Bank has decent rates on CDs and Plumas Bank has good rates on money market accounts. Deb Dudley asked about FDIC insurance at local banks. Sally reported that up to \$250,000 per account is FDIC insured through December 2009. She confirmed that non-interest bearing accounts are fully insured. Jennifer Merchant asked about the flexibility of CDs in regards to infrastructure fund expenditures. Sally said the term on CDs can be staggered to allow funding to be available for infrastructure projects. Jennifer asked for clarification regarding the amount and whether it is all infrastructure funds. Sally said the funds are a mix of infrastructure and operational money.

7.2 **M/S/C (McIntyre/Salmon) (5/0) to recommend to the NLTRA Board of Directors the CFO's request to move NLTRA infrastructure fund investments.**

**8.0 PRESENTATION AND DISCUSSION OF ADDITIONAL INFORMATION REGARDING NLTRA PERFORMANCE INDICATORS**

8.1 Steve Teshara reported that since last meeting's discussion related to indicators, staff has prepared additional information including a modified trend analysis (excluding Central Reservations), a detailed six year financial comparison (excluding Central Reservations), and key performance indicators. Steve noted that the Consumer Price Index (CPI) increased by 3.2% over a six year period. Increases to salaries and benefits are consistent with the CPI in spite of increases in health benefits. Over the last six years,

NLTRA programming has increased by 50%. Steve said the increased level of program activity is being accomplished with the same number of staff. In addition, the average length of employment for NLTRA employees is 7 years, which speaks to the relatively high level of experience and skills within existing staff.

- 8.2 Sally Lyon reviewed the reports. She said over the 6 years there has been an increase in revenue by 39%. Sally noted the decrease in interest income in 2007/08 from the previous 2 years is due to the spending down of infrastructure funds. Expenses show salaries increased 17% for the six years. There has been an increase in health benefit costs of over 50%. Worker's compensation costs decreased significantly over the six year period. Sally reported that rent at our current facility has increased from \$1.84 to \$2.00 per square foot since we moved in. The rent increase is based on CPI. In addition, the NLTRA is responsible for its share of maintenance costs on the building (CAM). She said we pay a CAM adjustment at the end of each year. Sally reported on items that have decreased due to our participation in the Cooperative such as the media marketing line item, PR, trade shows, and site inspections. Equipment support and maintenance is also down. Credit card fee rates are down from 2004. Sally reported on Key Performance Indicators (KPI). She intends to include the report in the packets going forward.
- 8.3 Discussion followed in regards to the NLTRA performance indicators. Mike Salmon asked for clarification regarding the modified functional expense. Sally explained that it excludes infrastructure, payroll and benefits, rent, utilities, and all non cash items. The purpose of the report is to show operational expense. Deb Dudley said it would be more useful without transportation/infrastructure since we are reviewing operational expense for the organization. Ron Parson said this report is an improvement, but we need clarity on how to use it in order to analyze our performance.
- 8.4 **M/S/C (Mourelatos/McIntyre) (5/0) to approve NLTRA performance indicators.**

## **9.0 REPORT OF FOLLOW UP ITEMS FROM PREVIOUS MEETINGS**

- 9.1 Steve Teshara confirmed that staff has not yet met with Jan Colyer with the TMA in regards to the rental car mitigation fees issue. Ron McIntyre suggested staff review past audits to research whether the NLTRA is supposed to receive those funds for transit operations.
- 9.2 Jennifer Merchant reported that she does not yet have the interest income information that was requested at last month's meeting.
- 9.3 Sally Lyon confirmed that she e-mailed a summary list of fixed assets to Gretchen Nedved with Placer County.
- 9.4 Ron Parson brought forward his suggestions related to performance indicators (see attached sheet). He said there is confusion between NLTRA financial statements and the County budget. He said we need to continue tracking our performance with reporting such as KPI, but noted that we need to clarify the purpose of the indicators. In addition, we need to develop a method for communicating our policies to the community such as how we select our auditors. Ron also requested that we make available our organizational chart with the roles and responsibilities of employees. He said the Finance Committee needs to review how staff analyzes wage increases and insurance. In addition, how we are tracking the cost of managing infrastructure, visitor support and transportation, and marketing. Ron said we need to make this information available to the community. He would like to better understand our goals and the return on investment from our expenditures. Steve confirmed that the bonus structure is developed and approved by the Board. The Finance Committee makes a recommendation to the

Board every three years on audit services which go through an RFP process. Operating expenses are reviewed and managed by staff on an ongoing basis. Staff will prepare a summary list explaining the organization's policies related to our expenditures. Once reviewed, a summary document will be made available on [www.nltra.org](http://www.nltra.org). Deb cautioned the committee on overwhelming the community with a lot of information. She suggested a simple set of performance indicators to review. Deb added that we also need to define our goals as they pertain to indicators. Ron McIntyre said each Board member has different constituents to respond to. He feels it is important for each member to seek out the information they need from staff. Ron Parson said oversight does not exist on internal procedures. He reported that the perception is the NLTRA is a "jobs program" and too expensive. He intends to create a level of transparency with the community to address these concerns.

- 9.5 Staff provided an analysis of what the marketing budget absorbs to "subsidize" the G and A allocation for our transportation and infrastructure functions. It is approximately \$115,000. This is because our county contract caps the amount of G & A that can be charged to our Transportation and Infrastructure budgets. Ron McIntyre asked for clarification related to the percentage of total support. Sally said we allocate G & A based on revenue. Ron said he disagreed with that methodology. Steve noted the allocation methodology was requested and accepted by our Independent Auditor and the County Auditor's office as rationale and appropriate for our company. Staff will bring copies of the approved G & A allocation policy to the next meeting.

#### **10.0 COMMITTEE MEMBER COMMENTS**

- 10.1 Jennifer Merchant reported that preliminary numbers show 2<sup>nd</sup> Quarter TOT is down by 6%.

#### **11.0 ACTION ITEMS**

- 11.1 Staff will bring back a compilation of expense and management practices and policies related to how we make decisions to expend funds.
- 11.2 Sally will bring copies of our approved G & A allocation policy to the next meeting.

#### **12.0 ADJOURNMENT**

- 12.1 The Finance Committee meeting adjourned at 12:18 p.m.

Submitted by,  
Sarah Holster  
Executive Assistant



### Finance Committee Recommendation

1. Conduct a complete internal process audit.
2. Goals.
  - a. Complete visibility for Committee, Board, Member and County
  - b. Clear lines though all financials from budgets to each dollar spent.
  - c. Specified policies if assumptions are made for distribution and allocation
  - d. Vertical and horizontal analysis of cost to service provided
  - e. Documentation for decisions made on alternatives
    - i. Accounting audit firm
    - ii. Postage machine
    - iii. Phone services
    - iv. Office Space
    - v. Service providers
    - vi. ...
  - f. Well defined organization chart with job descriptions, wage ranges, comparisons and actuals
  - g. Analysis of benefit packages and association contributions to packages with comparisons to justify.
  - h. Cost benefit breakdown for each mission chartered mission area with review of long term results (5 year intervals): Marketing, Visitor Services, Infrastructure, Chamber
3. Publish results and information as p[art of requiremntns to board, County and Membership.



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## CHAMBER OF COMMERCE ADVISORY COMMITTEE MEETING MINUTES

March 3rd, 2009 – 9:00 a.m.

Tahoe City Public Utility District

### PRELIMINARY MINUTES

**COMMITTEE MEMBERS IN ATTENDANCE:** Jan Colyer, Cheri Sprenger, Justin Broglio, Michael Bennett, Joy Doyle, Deb Dudley and Alex Mourelatos (9:55 a.m.)

**RESORT ASSOCIATION STAFF:** Steve Teshara, Kym Fabel and Whitney Parks

**OTHERS IN ATTENDANCE:** Pettit Gilwee

#### **1.0 CALL TO ORDER – ESTABLISH QUORUM**

1.1 The meeting was called to order at 9:12 a.m. by Chair Cheri Sprenger. A quorum was established at 9:55 a.m. with the arrival of Alex Mourelatos.

#### **2.0 PUBLIC FORUM**

2.1 No comments.

#### **3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 The Chamber Advisory Committee agenda was approved by Committee consensus with the amendment to move item F to follow Item H.

#### **4.0 APPROVAL OF CHAMBER ADVISORY COMMITTEE MINUTES**

4.1 M/S/C (Mourelatos/Colyer) (7/0) to approve the Chamber of Commerce Advisory Committee meeting minutes of February 3, 2009 as presented.

#### **5.0 CHAMBER PROGRAM AND PROJECT UPDATES – KYM FABEL**

5.1 Kym Fabel discussed upcoming mixers and distributed a schedule of Chamber events. She reported that she attends the weekly Tahoe Bonanza meetings in Incline Village. She said the SnowFest fundraiser/mixer at Gar Woods had fewer attendees than last year, but was still a success. She said the Community Awards Dinner was very successful; there will be an ad in the Moonshine Ink listing all award winners. Kym sent a second survey to this year's Leadership class; the participants enjoyed the venue and all the speakers. There were 11 new members in the month of February, bringing the total to 658 members. There will be a series of Chamber Education programs in March featuring Plumas Bank on March 12 regarding securing small business loans; on March 19, Smith and Jones will discuss web site optimization, and Pettit Gilwee will discuss how to write news releases and free promotional information; on, March 26, Michael Bennett from the Sierra Sun will discuss Advertising and Marketing 101; and on

April 7, PWA will discuss 401K and commercial liability. All programs will be held at Sawtooth Ridge Cafe.

- 5.2 Kym reported on the results of the Business Survey over the President's Week holiday period. Most businesses responding indicated there were fewer customers; customers spent less, and overall business was down compared to last year. The number one strategy that businesses used to expand marketing and promotion of their business was to enhance or update their website. Pettit said lodging properties' bookings were down 30% compared to last year at a forum she attended in South Lake Tahoe.

#### **6.0 COMMUNITY MARKETING PROGRAM GRANT ROI REPORT BY THE NORTHSTAR VILLAGE RETAILERS ASSOCIATION – JOY DOYLE**

- 6.1 Joy Doyle distributed a copy of the Northstar magazine that was created and distributed with funding from the Community Marketing Program Grant. Although 17,500 magazines were projected to be produced, 43,000 pieces of the collateral were actually produced. She said Northstar has received a lot of great feedback from customers and guests regarding the magazine. The retailers are also very happy with the piece. The back cover was sold as advertising.

#### **7.0 COMMITTEE DEBRIEF AND DISCUSSION – OUTCOMES OF FEBRUARY 24<sup>TH</sup> JOINT WORKSHOP INVOLVING THE CHAMBER ADVISORY COMMITTEE, NLTRA MARKETING COMMITTEE AND THE NLTRA LODGING SUBCOMMITTEE**

- 7.1 Deb Dudley discussed the workshop on February 24<sup>th</sup>. She said the results and actions from last year's workshops were discussed. There was also discussion regarding the purpose/goals and input process. Workshop participants then had the opportunity to discuss the NLTRA Marketing Process; Deb noted there was much discussion regarding events marketing. Steve said there will be a separate workshop that discusses and defines events. Deb said there was also discussion regarding the website. Cheri added that there was a lot of discussion regarding the Wedding and Honeymoon Association and ROI received from the Association. Cheri feels there should be a way to make it easier for the community to receive information such as the results of the "N" research study. She said that GoTahoeNorth could be the go-to web site, but the web site needs to be updated more regularly.
- 7.2 Cheri said she feels the message of the community marketing grant program is being heard, but she thinks there is still some resistance. She said this Committee needs to continue to build on the presentation of why the Community Marketing Grant Program is important and create a report on ROI received from the grant program. Deb said that rather than resistance, she feels that some members of the Marketing Committee think there should be more synergy of working together to create more consistency in items such as the community maps. Deb Dudley said she has a file that has all the logos and information that she will send to members of the Committee.
- 7.3 Steve Teshara said that on next month's Subcommittee agenda, there will be a discussion item related to CMP grant dollars that are not going to be spent in this cycle. Kym added that both Trails and Vistas and Melting Man will not be accepting the grant money (in the amount of \$1500) since they did not meet grant requirements. There has also been a \$3000 grant request submitted by Lake Tahoe Music Festival, but the request was submitted after the deadline. Kym also reported that Dave Wilderotter has suggested using the remaining \$1500 to support the Kings Beach and Tahoe City free concerts. Steve

suggested that the Committee publish an official notice regarding the remaining grant money. Justin asked Kym to confirm with Trails and Vista and Melting Man that these monies will be recycled. He also suggested modifying the application process to note that \$250 - \$500 will be awarded to chosen applicants. He suggested that the Subcommittee review applications at the May 5<sup>th</sup> meeting, instead of asking each applicant to present. Joy said that we should also explain that this is not a new grant, but money left over from events that did not meet criteria. Cheri said we should review the CMP process mid-year in order to continue the education process.

- 7.4 Alex Mourelatos said he came into the Joint Workshop with skepticism that we had not achieved actions based on feedback from last year. He said he feels that actions have been taken on much of the input received. He said the Committees and the community need to give the NLTRA staff the benefit of the doubt that they are doing what the community has asked them to do. Alex also said that we need to create a true definition of events and determine if this is an appropriate area for the NLTRA to invest in.

#### **8.0 PRESENTATION ON THE MISSION AND WORK OF THE TAHOE FOREST HOSPITAL CANCER CENTER – TOM HOBDDAY AND CLAIRE FORTIER**

- 8.1 Valerie Fortier said that 41% of the American public will be diagnosed with cancer in their lifetime, so this is a very important cause. Tom Hobdday was formerly at the UC Davis Medical Center as Assistant Dean. He said that studies showed that people in rural communities were not receiving the same care as people in cities. He said this is part due to the fact that physicians in rural communities do not have the time or resources to stay current on medical advancements. Tom said that UC Davis was one of 12 medical schools elected to lead the charge in how to address this problem; now, there are 38 medical schools involved across the country. The goal of the Tahoe Forest Hospital Cancer Center is to set the standard for rural community cancer care in the country. The Cancer Advisory Council was created to assist in shaping the future of the Tahoe Forest Cancer Center. Tom discussed the dysfunction at other Cancer Centers. The objectives of the Tahoe Forest Cancer Program are to increase visibility to local community; provide link to disease specific centers of excellence; coordinate care with national "thought leaders", and participate in clinical trials as appropriate. Tom said there are 2,100 people in territory with cancer. The Center projected to receive 100 new patients per year, but the hospital's actually received 200-230 new patients per year.

- 8.2 Tom Hobdday asked everyone to encourage any one they know who gets diagnosed with cancer to go to the Tahoe Forest Hospital Cancer Center. He also encouraged everyone to participate in any fundraising opportunities to help with construction and further development of the Center.

#### **9.0 REVIEW OF CURRENT CHAMBER OF COMMERCE BUISNESS PLAN AND INITIAL DISCUSSION/INPUT IN PREPARATION FOR DEVELOPING PLAN UPDATE FOR FY-2009/10**

- 9.1 Steve noted that a timeline regarding the Business Plan update process was included in this month's meeting packet. He said the NLTRA Board will be briefed on the process April 1. He said the CofCAC will make a recommendation at the May meeting for the NLTRA Board to review and approve in June. Steve reviewed the current Chamber Business Plan Objectives and Action Plans. The Chamber Business Implementation is presented each month at the Committee meeting by staff.

- 9.2 Jan Colyer asked about the progress of the Welcoming Places program. Steve reported that no one qualified has been available to conduct training. Bruce Anderson previously trained several community members on the program. He said that at the Chamber's urging Kim Bradley (formerly of the Community Collaborative) is working with Sierra College to become an adjunct faculty in order to teach a Welcoming Places Class to be included as a module in the Customer Service Academy. Alex Mourelatos noted that he would also like to see some type of front line concierge/hospitality training put into place. There was discussion regarding if our Chamber does what other Chambers do. Steve noted that Kym was planning to attend the Western Association of Chamber Executives, but unfortunately, this did not fit into this year's budget. Kym may attend a Chamber training conference in October. Cheri suggested reviewing the Business Plan on a quarterly basis.

#### **10.0 COMMITTEE MEMBER REPORTS/UPDATES FROM COMMUNITY PARTNERS**

- 10.1 Cheri Sprenger reminded everyone about the Joe King Poker Tournament on Friday, March 6<sup>th</sup>. She said if you do not want to play in the tournament, you can come and watch the fun. There is also a 1920s costume contest as part of the tournament.
- 10.2 Jan Colyer also encouraged everyone to attend the Pancake Breakfast and the Dress Up Your Dog contest on Saturday, March 7<sup>th</sup>.
- 10.3 Justin Broglio encouraged everyone to attend the Rib Fest at Bridgetender in Tahoe City on Friday, March 6<sup>th</sup>. He reported that all of last weekend's SnowFest activities were very successful.
- 10.4 Deb Dudley said she met several people from outside of the area at SnowFest events. She feels SnowFest is an extremely successful series of events.
- 10.5 Michael Bennett thanked everyone for his nomination to the Committee. He said his entire staff is training not just sell newspaper advertising, but how to help clients market their business. He said they are also more than a newspaper, and he is very interested in helping the community.
- 10.6 Joy Doyle said that lift tickets at Northstar on Thursdays in March are only \$49 if you purchase online in advance. She said there are also dining and drink specials in the Village on Thursday with the Thank God It's Thursday promotion. She encouraged everyone to start their weekend early.

#### **11.0 ADJOURNMENT**

- 11.1 The meeting was adjourned at 11:00 a.m.

Submitted by:

Whitney Parks, Administrative Assistant



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**LODGING SUBCOMMITTEE MEETING MINUTES**  
**February 3, 2009 – 2:00 p.m.**

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

PRELIMINARY MINUTES

**SUBCOMMITTEE MEMBERS IN ATTENDANCE:** Christy Beck, Kay Williams and Alex Mourelatos

**NLTRA STAFF IN ATTENDANCE:** Andy Chapman, Kym Fabel and Whitney Parks

**OTHERS IN ATTENDANCE:** Bill Matte

**1.0 CALL TO ORDER – ESTABLISH QUORUM**

1.1 The meeting was called to order by Chair Alex Mourelatos at 2:06 p.m.

**2.0 PUBLIC FORUM**

2.1 Kym Fabel reviewed the results of the Chamber Membership Holiday Survey. She noted that 67% of businesses participating reported that fewer customers visited their business and 59% reported that customers spent less compared to last year's holiday season. Kay Williams reported that ski area did well over the holiday period. She said Granlibakken's sled hill numbers were up, although lodging occupancy was down.

2.2 Kym encouraged everyone to attend the Chamber Community Awards Dinner that will take place on Thursday, February 12 at the Resort at Squaw Creek.

2.3 Andy Chapman reported that the NLTRA will host a community workshop to assist in the development of the 2009-2014 Infrastructure and Transportation Integrated Work Plan. The success of this process requires participation from community members, organizations, special districts and governmental entities. He encouraged everyone to attend the workshop to give their input. The workshop will take place on Tuesday, February 10<sup>th</sup> from 6:00 p.m. to 8:00 p.m. at the Tahoe City PUD.

**3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 There was committee consensus to approve the Lodging Subcommittee agenda as presented.

3.2 Alex Mourelatos reported that he would like someone to take over as chair for this Subcommittee. He also noted that Dan Tester has been asked to be removed from the Subcommittee, so we may need to add another NLTRA Board member to the Lodging Subcommittee.

#### **4.0 APPROVAL OF MINUTES**

- 4.1 Due to a lack of quorum, the approval of the Lodging Subcommittee meeting minutes of December 2, 2008 was tabled.

#### **5.0 NLTRA CHAIR STATEMENT OF FOCUS**

- 5.1 Alex Mourelatos provided his statement of focus as Chair of the NLTRA Board of Directors. He discussed four major areas of focus. 1. Increase confidence of association members. 2. Reflect Performance Measurements in Decision making process, 3. Improve working relationship with Placer County, 4. Enhance Marketing efforts.

#### **6.0 WINTER TRANSPORTATION – TAHOE VISTA SHUTTLE UPDATE**

- 6.1 Alex reported shuttle from Tahoe Vista to Northstar. After deliberations, Placer County approved using available funds to support a temporary shuttle. He reported that all Tahoe Vista properties have embraced the shuttle, and the service has reinvigorated promotion of all shuttles. Andy Chapman noted that the Tahoe Vista shuttle is temporary at this time, but could later be implemented full time.

#### **7.0 REVIEW WWW.NLTRA.ORG NEW FUNCTIONALITY**

- 7.1 Andy Chapman noted that the idea to create a marketing page on [www.nltra.org](http://www.nltra.org) has been discussed in several meetings in order to help the community better understand the marketing efforts of the NLTRA. He discussed one upcoming change that will be to create an archive of all meeting minutes. He reviewed the [nltra.org](http://nltra.org) marketing page with the Subcommittee. He reported that he has not been able to load the TV ads to the site at this time since the page is mostly PDF oriented. Andy reminded everyone that this site is a work in progress and asked the Subcommittee to notify him if anything needs to be amended or added. There was discussion about the Marketing Performance Document and possibly revising the document this year to better reflect ROI.

#### **8.0 REVIEW OF WINTER MEDIA PLAN**

- 8.1 Andy Chapman reported that the six month Winter Media Plan overview is included in this month's meeting packet. At the last North Lake Tahoe Marketing Cooperative Committee meeting, the Committee reviewed the current budget allocations and a recommendation from the agency on use of available funds to further promote North Lake Tahoe in the Bay Area. The Committee approved a reallocation of \$33,180 to place a three week television schedule in the Bay Area to promote the winter season. This buy also incorporated a Comcast Tourism Grant that matches dollar to dollar with additional spots on the stations purchased. Andy reported that the decision to further reach into the drive market is due to recent snowfall and reduced gas price. The buy runs on 8 cable systems and 5 networks. At the January 6<sup>th</sup> marketing meeting, there was discussion regarding the usage of marketing reserves that are to be used by Board discretion in times of dire economic need. At the January 29<sup>th</sup> Marketing meeting, there was further discussion about a possible extension of Bay Area Advertising efforts. The Marketing Committee suggested allocating up to \$40,000 of reserve funds for staff to create a package and program to increase advertising efforts and opportunities in order to improve bookings in late February and March in North Lake Tahoe.

- 8.2 Alex said he believes the Board may try to look for other ways to get this money, but he feels the purpose of reserve funds are for this type of economic situation. Kay Williams discussed the possibility of using a reserve if no snow comes; she does not feel money should be wasted if there is no snowfall to promote. Alex suggested that everyone with an email blast list promote a similar message regarding ski conditions in order to saturate the drive market with the message.
- 8.3 Andy showed the Subcommittee the cable television spot. There was further discussion about spreading the message about great skiing in North Lake Tahoe, especially to the Bay Area.

## **9.0 REVIEW OF MARKETING EQUITY PROJECT**

- 9.1 This agenda item was not discussed.

## **10.0 REVIEW OF PROPERTY REFERRAL REPORT**

- 10.1 Alex discussed the referral report included from postings on the Cool Deals page. He reported that other properties should review the deal offered by the properties with the highest number of click-thrus.

## **11.0 MEETING SCHEDULE**

- 11.1 Alex asked staff to send an email to lodging partners requesting them to attend the February 24<sup>th</sup> Joint Marketing/Chamber Advisory/Lodging workshop. Alex reported that the Chamber Advisory Committee has created a statement regarding the Community Marketing Grant Program and In Market advertising and promotion to bring forward at the workshop. Andy noted that this process is taking place earlier than in past years, so that the community's input can be implemented into the planning and budget documents. Kay Williams discussed the concept of tagging event promotions onto direct mail pieces, blasts and destination marketing ads. Kay suggested creating a blast sheet that contains information about events/activities in the week ahead, so that individual properties or businesses can blast to their audience. Christy Beck noted that she receives the best return on email blasts.
- 11.2 There was discussion about the NLTRA creating a lodging referral service. Andy noted that there are costs associated with this type of service that would have to be considered.

## **12.0 STANDING REPORTS**

- 12.1 The following standing reports are now posted on [www.nltra.org](http://www.nltra.org):
- Reno/Tahoe International Airport November Report
  - December Search Engine Optimization Report
  - December GeoTracking Report
  - December Web Report
  - December Click Through Report
  - December MTRIP Report
  - November Financials
  - January Public Relations Report

## **13.0 ADJOURNMENT**

- 13.1 The Lodging Subcommittee meeting adjourned at 3:17 p.m.



Submitted by:

Whitney Parks,  
Administrative Assistant



**JOINT INFRASTRUCTURE/TRANSPORTATION COMMITTEE  
MEETING MINUTES  
Tuesday, March 24, 2009 – 9:00 a.m.**

**Tahoe City Public Utility District**

**PRELIMINARY MINUTES**

**ATTENDANCE:** Wally Auerbach, Alex Mourelatos, Keith Vogt, Jennifer Merchant, Debbie Casey, Rick Lierman, Jim Kercher, Paula Rachuy, Ron McIntyre, Will Garner, Tom Murphy, Sue Daniels and Jan Colyer

**STAFF IN ATTENDANCE:** Ron Treabess and Sarah Holster

**OTHERS IN ATTENDANCE:** Heather Segale

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

1.1 The meeting was called to order at 9:07 a.m. by Chair Ron McIntyre and quorum was established.

**2.0 PUBLIC FORUM**

2.1 Jan Colyer announced the upcoming *Bike to Work* week beginning May 11<sup>th</sup>. She encouraged members of the Joint Infrastructure/Transportation Committee to participate in the event.

**3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 **M/S/C (Casey/Vogt) (13/0) to approve the agenda as presented.**

**4.0 APPROVAL OF JOINT INFRASTRUCTURE/TRANSPORTATION COMMITTEE MEETING MINUTES**

4.1 **M/S/C (Casey/Daniels) (13/0) to approve the Joint Infrastructure/Transportation Committee minutes of February 23, 2009 as presented.**

**5.0 STATUS REPORT – WINTER TRANSPORTATION UPDATE PRESENTED BY TNT/TMA, TART AND STAFF**

5.1 Will Garner reported on TART winter services. He said overall TART ridership is up 10% from last year. The season ends Sunday, April 12<sup>th</sup> (Easter Sunday). Ron McIntyre asked about the decline in Nevada ridership. Will feels the decrease is due to the decline in employment. Ron noted Highway 89 ridership continues to increase. He asked Will if TART is still considering running a complete service around the Resort Triangle. Will said the triangle has become an important piece of the TART program. The mainline route from Tahoe City to Kings Beach continues to be strong and other services stem from that route. Ron McIntyre feels the Highway 267 leg could be just as strong as 89 if operated year round on 30 minutes headways. Will explained that although ridership is

increasing, funding for transportation is decreasing. Will confirmed that the service is in TART's 5 year plan.

- 5.2 Jan Colyer led a review of the North Lake Tahoe Express financials. She said March revenue is up from last year. The total passenger count to-date for FY-2008/09 is 15,792. Jan updated the committee on the two additional routes. She said the two departures from the airport have stronger ridership than the routes leaving the Lake. Jennifer Merchant requested a percentage of increase for the two routes. Discussion followed with regard to the reporting system. Will Garner asked for a report by route for each line for the fiscal year to-date. Jennifer agreed and said she would like to further analyze the cost effectiveness of the service and Placer County vs. Washoe County routes. She expressed concern about recommending approval of the Integrated Work Plan (agenda item F) without analyzing the service thoroughly. Ron McIntyre said we can approve the plan without the service, pending an opportunity to review the additional reports requested. Ron McIntyre asked for a projection of subsidy for the North Lake Tahoe Express. Ron Treabess anticipates the service will run below the subsidy amount of \$215,000 budgeted.
- 5.3 Jan Colyer reported that through March 14<sup>th</sup> *Night Rider* ridership is 31,044 which is an increase over last year. She said buses are running at full capacity. Jan also reported that West Shore nighttime ridership numbers are increasing.
- 5.4 Ron Treabess reported that the ridership figures for the Sugar Bowl Skier Shuttle are not currently available. The Town of Truckee is operating the service and they are running at full capacity. Truckee would like the NLTRA to continue funding the Placer County portion of the service. Ron said we need ridership data from Truckee in order to continue participating in the service. Ron McIntyre asked if we had requested ridership information from Truckee at the start of the service. Ron Treabess explained that we had requested ridership information, but the NLTRA did not receive a written contract from Truckee to participate in funding the service this year.
- 5.5 Ron Treabess reported on Winter Traffic Management. He said we are currently operating traffic management through Tahoe City on Saturdays. He feels the service is still necessary during peak times.

**6.0 PRESENTATION AND POSSIBLE ACTION TO RECOMMEND AN INFRASTRUCTURE REQUEST OF UP TO \$197,080 TO THE U.C. DAVIS TAHOE ENVIRONMENTAL RESEARCH CENTER FOR THE TAHOE CITY STATION (HISTORIC FISH HATCHERY) EXHIBIT INFRASTRUCTURE ENHANCEMENT PROJECT**

- 6.1 Ron Treabess reported that the U.C. Davis Tahoe Environmental Research Center (TERC) is requesting an infrastructure allocation in the amount of \$197,080 for its exhibit infrastructure enhancement project at the Tahoe City Field Station (Historic Fish Hatchery) located just east of Tahoe City. This project presents an opportunity for educating the public on various Lake Tahoe environmental and watershed management issues and enhancing the visitor experience. The location is on the TART route and a short walk from Tahoe City. The fish hatchery is also a proposed stop on the Tahoe City Historic Walking Tour. The funding requested is specifically for interpretive and exhibit infrastructure. The project is consistent with the Master Plan and funding capabilities of the 2008/09 NLTRA Infrastructure Budget.
- 6.2 Heather Segale, Education and Outreach Coordinator with TERC, presented information related to the Tahoe City Field Station. She said U.C Davis has been researching Lake Tahoe since the late 1950s. The facility was built in the 1920s as a working fish hatchery. According to bike trail data, 16,000 people bike past the facility each year. The

project provides a good opportunity to educate the public on environmental issues and the research being conducted.

- 6.3 Heather reported that renovations to the facility include seismic retrofitting, new walls and windows, scuba locker, laboratory, conference space, and an ADA accessible entrance. She confirmed the historic values have been maintained. The outdoor renovations are state funded and include stream restoration, a public walkway, a demonstration garden with native plants and storm water treatment. She said this project is complementary to the California Tahoe Conservancy's restoration project through Lake Forest. She said due to political issues, the Pomin Park area is not included in the restoration plan at this time.
- 6.4 Heather reported on funding for the project. She said there has been a combination of public and private donations and grant funding that went to the renovation of the building. State funds (Prop 40, 50, and 84) have been applied towards the restoration portion of the project. TERC is requesting TOT funds for indoor multi-media exhibits. TERC has hired an exhibit design firm to create a seamless interpretive display and presentation which will include historic footage from the 1930s and 40s of the fish hatchery in operation. In addition, exhibits will also include a video of fish species, current research, the food web, impacts of climate change to Lake Tahoe, and environmental issues such as invasive plants and species. Current programs include Saturday tours, special events, community/school programs and continued research. Ron Treabess added that the project would serve as a destination attraction for North Lake Tahoe.
- 6.5 Discussion followed in regards to the Tahoe City Field Station infrastructure request.
  - 6.5.1 Ron McIntyre reported that the Pomin Park site was being used as a dumping ground prior to the community constructing a ball field in that location. He said the original permits were given to eliminate the dumping into the stream environment zone. He feels the community would be open to restoring the area if another ball field was constructed at a different location for the children of North Lake Tahoe.
  - 6.5.2 Keith Vogt asked about maintenance of the exhibits. Geoff Schladow, Director of TERC, said they have received a grant from the Thomas J. Longfellow Foundation for the maintenance of exhibits, but they will need to secure maintenance funds on an ongoing basis. He confirmed that exhibits are designed to be low maintenance.
  - 6.5.3 Geoff Schladow reported that the TERC facility in Incline hosted 9,000 visitors last year without much promotion. Since the Tahoe City facility is in a visible and easily accessible location, he anticipates visitation to be closer to 20,000 to 30,000 visitors annually. Heather added that she has been successful in raising funds for three Americore members that dedicate of year of service as staff at the facility. For regular maintenance expenses, TERC is planning an annual fundraising event in addition to a donation box and continued private donation fundraising. Ron Treabess feels TERC is underestimating the potential visits. He anticipates higher visitation due to the interest in environmental issues.
  - 6.5.4 Rick Lierman said the facility is listed as a "rest area" in the application. He asked if there would be public restrooms available. Heather confirmed that there is a picnic area, but no public restrooms. Rick asked about the purpose of the great room. Heather said the room is a work area for research projects. Rick feels that without multi media exhibits, the facility will be less desirable to travelers. Geoff agreed and said without engaging exhibits, the visitation opportunity will be minimal.

- 6.5.5 Wally Auerbach expressed concern about the location being at a dangerous intersection. Heather said TERC is promoting the facility as a walking/biking stop with TART access. Depending on the season, public event parking is at the Coast Guard or North Tahoe High School. Wally asked how much of the work is being done by local contractors. Ron Treabess clarified that the NLTRA encourages the hiring of local contracts to keep money within the local economy. Geoff said the University is subject to the public bidding process, but the project is small enough to favor local contractors. Will suggested TERC promote the opportunity to local contractors.
- 6.5.6 Wally said the community of Star Harbor has worked to restore fish access to the stream. He asked if TERC is doing anything to support the stream habitat in that portion of the creek. Heather explained that originally the grant money was intended to restore the stream to allow fish to spawn. Fish and Game and other partners said due to the beaver dams, Pomin Park and the campground causing a wetland complex, the fish cannot make it past the shallow zone. They said the rest of the project would have to be completed before the fish could utilize the creek.
- 6.5.7 Jennifer Merchant asked when the money is needed. Heather said she hopes to have a Memorial Day Weekend grand opening in 2010. Ideally she would like the opening to be this summer, July 4<sup>th</sup>. Jennifer said if approved, the CEO's Office could include the item on the Placer County Board of Supervisors agenda for April. She asked Heather to be available at the Board of Supervisors meeting to answer any questions.
- 6.5.8 Ron McIntyre asked about off-site wayfinding signage. Ron Treabess said this site has been identified as a possible location for wayfinding signage.

**6.6 M/S/C (Vogt/Lierman) (13/0) to recommend to the NLTRA Board of Directions the approval of an infrastructure allocation of up to \$197,080 to the U.C. Davis Tahoe Environmental Research Center for the Tahoe City Station (Historic Fish Hatchery) exhibit infrastructure enhancement project.**

**7.0 PRESENTATION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE FINAL DRAFT 2008/09 INFRASTRUCTURE AND TRANSPORTATION DEVELOPMENT INTEGRATED WORK PLAN AND LONG RANGE FUNDING PLAN**

- 7.1 Ron Treabess reported that the purpose of the Integrated Work Plan is to be used as a budgeting tool. The process for updating the Integrated Work Plan began in January at the Joint Infrastructure/Transportation Committee meeting. Since then a public workshop was held the evening of February 10<sup>th</sup> to get feedback from the community and our partner organizations. In addition, the Joint Committee provided feedback related to the plan at last month's meeting. The comments from the three meetings/workshops have been incorporated into the document. The "A" category includes the highest priorities. Ron gave an overview of the status of priority projects. Additions to our priority list include the *advancement of the Olympic Ski Museum, the 2010 Olympic Heritage Celebration, and the related Squaw Valley Visitor Information Center*. The other addition is *selecting some smaller projects that can be advanced and completed in a reasonable timeframe*. He said smaller projects must be consistent with the Master Plan and encourage the renewal of TOT in 2012. The "D" category includes proposed future infrastructure projects. All projects must go through the application process.
- 7.2 Discussion followed in regards to the infrastructure portion of the plan.

- 7.2.1 Wally Auerbach asked about additional snow removal on ski area roads. Ron Treabess confirmed that the project was not brought before the committee for discussion, but was endorsed by the NLTRA Board. He said it will likely be an ongoing expense. Wally requested further discussion because additional snow removal is needed for businesses in North Lake Tahoe. Ron McIntyre feels that we shouldn't add private domain snow removal to the plan until the community comes forward with an application. He also noted that if we expend funds on smaller projects, it will limit the funding available for priority projects. Jennifer clarified that the amount was taken from the NLTRA TOT budget since the Board supported the need for improved snow removal service on ski area roads. She said the amount can be renegotiated during the budgeting process.
- 7.2.2 Will Garner asked for clarification regarding the funding for bus shelters in Squaw Valley. Ron Treabess explained that funds will not be held, but undesignated to be used for other projects that meet infrastructure application requirements.
- 7.3 Ron reported on Transportation projects. He said transportation is funded on an annual basis and not by project. Ron gave a status report on transportation programs. He said some services have been reduced in funding such as winter traffic management program and summer transit services. He noted that due to greater fare revenue collection, our summer costs are lower.
- 7.4 Discussion followed in regards to the transportation portion of the plan.
- 7.4.1 Alex Mourelatos asked about the fare increase planned for TART. Will Garner reported that the fare increase (\$1.50 to \$1.75) will go before the Placer County Board of Supervisors for approval on Tuesday, April 21<sup>st</sup>. If approved, the increase would go into effect on Monday, June 1<sup>st</sup>. Alex asked how that would affect our funding. Ron confirmed that potential fare increases were not considered in the project estimates.
- 7.4.2 Ron said based on criteria being developed, the Tahoe City Trolley will not operate this summer with the exception of Farmer's Market Thursdays. He added that the Tahoe Vista/Kings Beach/Crystal Bay shuttle will also be cut from the plan in order to provide baseline services. Will clarified that these services are overlays of existing TART service through that corridor. He said due to financial constraints the Tahoe Vista shuttle will be eliminated, but based on criteria, it is a good service. Ron McIntyre said it has been suggested that \$500,000 will be removed from the NLTRA budget to help maintain baseline TART services in addition to other county services. Ron Treabess said another \$80,000 in addition to \$175,000 (a portion of the \$500,000) is needed for baseline services. He confirmed that reflected in the plan is the total of \$255,000 for baseline transit services. Ron noted that it is important to show that we funded County Services an additional \$500,000 from our budget instead of accepting a budget less the \$500,000. He said it is important to maintain our budget base at \$4.4 million.
- 7.4.3 Ron reported that funding in the amount of \$40,000 will be shifted to West Shore nighttime service. Jennifer expressed concern about eliminating the Tahoe Vista Trolley because ridership is meeting our criteria. In addition, she suggested we not add any new services at this time due to significant cuts to the County budget. She asked the committee to consider how funding additional services will impact other departments such as infrastructure and marketing. Ron Treabess confirmed that West Shore ridership is showing substantial growth and should be added. Will agreed that the nighttime service is growing, but it may not be right time to implement a new service. Cindy Gustafson said trolleys are part

of mitigation that TRPA and Placer County require for Tahoe City traffic related to events such as the Thursday Farmer's Markets. She suggested that if the trolleys are eliminated, participants at local events receive *tokens* to ride TART, instead of paying a fee. She asked the committee to consider this when discussing the budget. Alex Mourelatos expressed concern with the lack of service up National Avenue in Tahoe Vista. He said the trolley provides a significant benefit for accessing National Avenue businesses and recreation. He said we need to reach out to the local businesses to inform them of the reduced service. Alex suggested a token program in Tahoe Vista as well as Tahoe City. He said this would motivate employees and visitors to ride TART.

- 7.4.4 Jennifer said we need to further review all transit services to determine potential cost savings. Will said the deadline for summer service planning is April 1<sup>st</sup>. Implementation of the plan will begin in May. The committee consensus was to eliminate the Tahoe City Trolley and postpone the new service on the West Shore. The committee was divided on whether to operate the Tahoe Vista shuttle next summer. Ron McIntyre suggested we review the entire program to find funding. Ron Treabess said staff will incorporate changes and bring back a budget with proposed cuts and give the committee a chance to provide feedback related to the budget.
- 7.4.5 Ron reported on the winter transit service for Highway 267. Staff suggested we replace Northstar's funding portion so they can apply their funds, in partnership with the Tahoe Vista lodging properties, to the Tahoe Vista/Northstar shuttle program. Will Garner said it is an appropriate use of money, but there is a perception issue since TART asks Squaw Valley and Alpine to contribute funding to TART services. The committee consensus is to maintain the current level of funding.
- 7.4.6 Ron reported on the airport shuttle. He said there has been a continual reduction in subsidy paid for the service. He said carryover funds from last year were used for additional routes. He anticipates another reduction making funds available for other services. Jennifer asked staff to e-mail out the North Lake Tahoe Express operations plan for review and further analysis.
- 7.4.7 Ron Treabess reported that it is staff's recommendation to continue summer Highway 267 service. Jennifer said the County does not support the service. She also expressed concern that ridership information has not been presented. Ron said he would bring back ridership information for budget discussions and the committee can make a decision at that time. Ron said he does not anticipate Truckee funding the portion from Northstar to Truckee.
- 7.4.8 Ron Treabess reported on the Tahoe Vista/Northstar pilot program. He said there is currently no funding being proposed for the service next winter. He suggested the lodging community work with Northstar to fund the service. Tom said Squaw Valley funds serve properties on the North Shore. Northstar needs to realize the benefit of investing a shuttle to Tahoe Vista.
- 7.4.9 Alex asked about the follow-up of comments made at the Community Workshop. Ron said projects will be included as addendum to the plan, but several do not have project proponents. Jennifer said the committee needs to review the list to decide what should be included in the plan. Jennifer reported that the County does not support infrastructure projects on California State lands. Ron Treabess said we need to discuss what projects would be appropriate for TOT such as ADA improvements or bike trails (visitor improvements).

7.5 M/S/C (Vogt/Mourelatos) (6/0/5 No-Garner, Rachuy, Murphy, Kercher, and Lierman) to recommend to the NLTRA Board of Directors the approval of the 2008/09 Infrastructure and Transportation Development Integrated Work Plan and Long Range Funding Plan with the continuation of Tahoe Vista/Kings Beach Trolley for the summer of 2009.

7.6 M/S/C (Merchant/Daniels) (9/0/2 No-Kercher and Murphy) to retain \$255,000 to support baseline TART services.

7.7 M/S/C (Murphy/Kercher) (10/0/1 No-Mourelatos) to continue current level of funding for Enhanced Winter Transit Service on Highway 267 (B5).

#### 8.0 DISCUSSION AND POSSIBLE ACTION ON REVISED TRANSIT SERVICE GUIDELINES AND CRITERIA TO ENABLE EVALUATION OF EXISTING SERVICES: TART AND STAFF

8.1 Ron Treabess reported that at the last two Joint Infrastructure/Transportation committee meetings, the committee reviewed and provided feedback on Placer County's proposed criteria for transit service. The purpose of the criteria is to enable the evaluation of existing transit services. NLTRA staff worked with Will Garner to draft revised criteria. The guidelines are meant to assist the Resort Association in allocating resources for successful services and are intended to be used collectively.

8.2 M/S/C (Mourelatos/Lierman) (11/0) to recommend to the NLTRA Board of Directors the approval of the revised transit service guidelines and criteria.

#### 9.0 DISTRIBUTION OF FEASIBILITY STUDY AND BUSINESS PLANNING FOR NEW CULTURAL FACILITIES AND DISCUSSION OF NEED FOR STAFF DIRECTION FROM COMMITTEE AND BOARD

9.1 Ron Treabess distributed the *Feasibility Study and Business Planning for New Cultural Facilities in North Lake Tahoe-Truckee*. He asked the committee to review the plan with the intent of providing staff direction regarding the implementation of the plan recommendations.

#### 10.0 ACTIVITY REPORT – DIRECTOR OF COMMUNITY PARTNERSHIPS AND PLANNING

10.1 There were no further comments.

#### 11.0 COMMITTEE MEMBERS COMMENTS

11.1 There were no further comments.

#### 12.0 ACTION ITEMS

12.1 Staff will bring back a proposed budget for review and feedback.

12.2 Staff will e-mail the North Lake Tahoe Express operations plan to the committee.

#### 13.0 ADJOURNMENT

13.1 The meeting adjourned at 1:00 p.m.





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## MARKETING COMMITTEE MEETING MINUTES

March 24, 2009 – 1:00 p.m.

### Tahoe City PUD

#### PRELIMINARY MINUTES

**COMMITTEE MEMBERS IN ATTENDANCE:** Ron Parson, Nick Pullen, Les Pedersen, Alex Mourelatos, Dub Dudley, Julie Maurer, Steven Holt, Christine Horvath (1:08 p.m.), Jennifer Merchant (1:16 p.m.) and Brett Williams (1:35 p.m.)

**NLTRA STAFF IN ATTENDANCE:** Andy Chapman, Steve Teshara, Jason Neary, Jeremy Jacobson, Judy Laverty, Kym Fabel and Whitney Parks

**OTHERS IN ATTENDANCE:** Jennifer Martinez, Cathy Davis, Wendy Hummer, Pettit Gilwee, Rachel Wood, Curtis Aaron and Alvina Patterson

#### 1.0 CALL TO ORDER – ESTABLISH QUORUM

- 1.1 The meeting was called to order by Chair Deb Dudley at 1:04 p.m. and a quorum was established.

#### 2.0 PUBLIC FORUM

- 2.1 Andy Chapman announced that the Joint Marketing/Chamber/Lodging Committee workshop has been rescheduled to be held on Thursday, April 30, 2009 at 1:00 p.m. at the North Tahoe Events Center. The Marketing Committee will meet following the workshop.
- 2.2 Beverly Lewis, Film Commissioner from the Placer-Lake Tahoe Film Office, reported that California has established a new state film tax credit, focusing on feature films and some television shows. She noted that 44 states have enacted a film incentive program to attract production, and this has caused most feature films to shoot outside of the state of California. The new film tax credit will encourage more productions to take place in our area.
- 2.3 Alvina Patterson said that she had concerns regarding the radio promotion. She said that she donated lodging for the promotion thinking that the Holiday House would be promoted on the radio, but she said this was not so and feels very disappointed. Alvina also said she was disappointed with the Marketing Committee, as she does not think the small lodging properties on the Lake are properly represented. Deb Dudley suggested that Alvina schedule a meeting with Andy Chapman to discuss these matters. Les Pedersen said he would like Andy to present the radio promotion report to the entire Committee as the report becomes available.

**3.0 AGENDA AMENDMENTS AND APPROVAL**

- 3.1 M/S/C (Parson/Mourelatos) (7/0) to approve the Marketing Committee agenda as presented.**

**4.0 APPROVAL OF MARKETING MEETING MINUTES**

- 4.1 M/S/C (Parson/Mourelatos) (7/0) to approve the Marketing Committee meeting minutes of February 24th, 2009 as presented.**

**5.0 DISCUSSION AND FURTHER DIRECTION TO STAFF REGARDING THE FY 2009/10 BUDGET PROCESS INCLUDING REVIEW OF RECENT MARKETING WORKSHOPS**

- 5.1 Andy Chapman reported on the results of the February 24<sup>th</sup> and March 3<sup>rd</sup> workshops. He provided the Committee with an executive summary of the input received. In both groups, the most active topic of discussion that emerged was special events. It was discussed that the NLTRA should help define the strike zone for events, as well as defining the shoulder season. Some people suggested that the NLTRA focus on bringing larger regional events to draw more people to the area. What is the role of the NLTRA with events? The second priority from both workshops was marketing programs. A number of participants felt programs needed to be integrated with small business and event marketing. A third focus area was the GoTahoeNorth website. Both groups felt the site should have a bigger presence, search engine optimization (SEO) and be better integrated with the numerous events and lodging in the area. There was discussion about helping community businesses and events with public relations and press releases. There was also discussion regarding Autumn Food and Wine and the Wedding and Honeymoon Association. Andy noted that Autumn Food and Wine pays for itself – the \$80,000 expense is offset by \$80,000 plus of revenue. He said Autumn Food and Wine and other special events and regional events, as well as the definition of the strike zone and shoulder season would be further discussed at the special event workshop to be held in late April, also noting that the idea for this workshop emerged from the discussions at the February and March workshops. There was discussion about the Wedding and Honeymoon Association creative and the need for it to be more cohesively matched with the creative of the North Lake Tahoe brand. Andy noted that there was some discussion regarding the usage of marketing reserve funds and the possibility of creating a reserve and contingency fund. He reported that the community did not seem to have any issues regarding the branding process this year, as that was the main focus last year. He said it seems the community better understands the branding campaign, and the NLTRA has done a better job over the past year of educating the public.
- 5.2 Andy confirmed that we are in the budget building blocks phase. We need to move the budget development process forward, bringing a potential recommendation by the April 30<sup>th</sup> meeting. He said that we need to discuss the NLTRA's role in special events, as well as the granting process. Currently, the Chamber Advisory Committee and the Community Marketing Grant Program Subcommittee handle grant requests. This year the Subcommittee received over \$40,000 of grant request with only \$10,000 available to award. Deb Dudley said we need to continue to be reactive in response to request for funding of community events, as well as proactive in encouraging major/bigger events to come to this region. Les Pedersen said that we need to focus on special events that fit into need periods of the strike zone, as well as what is an acceptable ROI for these events. Nick Pullen suggested that a NLTRA staff member could proactively contact major sporting associations to encourage these larger scale

events. Andy reported that NLTRA staff has begun to research the National Association of Sports Commissions as suggested by John Monson in the February 24<sup>th</sup> workshop. He said that he has a meeting scheduled with Greg Van Duesen of Placer Valley Tourism (PVT) to discuss the possibility of North Lake Tahoe participating with PVT at the National Association of Sports Commissions show in April. Ron Parson said he would like to see the building blocks put in place. He feels that we need to determine the need periods, and then fill in these need periods with events, promotions, etc. with target audience, projected ROI, etc. He would like to know what target areas Andy recommends, and some suggestions to fill these areas. Christine Horvath noted that we also need to come up with a set of characteristics of our customer profile, based on research studies and community workshops, and then decide how this works into the marketing strategy.

- 5.3 Andy would like to see if the Marketing Committee agrees with the outcomes of these workshops and how focus areas should be prioritized. Brett Williams would like further discussion about the definition of the shoulder seasons. He also suggested layering smaller events or redefining these smaller events to increase attendance. Steven Holt said that he feels the NLTRA's role should be to support community events and to encourage larger events that produce TOT funding (a balanced perspective). Nick Pullen said that in regards to the website, he feels that the number of click thrus to get to a lodging property should be reduced. He suggested more keyword phrases could be added through blogging. Alex Mourelatos said that he would like to see more information about optimization and analysis of the website and what changes are being made in response to this data. Cathy Davis said that SEO analysis is performed monthly, as well as review of meta-tags. Judy Laverty reported that GoTahoeNorth has 2,200 pages. She said as the web content manager, she reviews website content on a daily basis and continually makes changes to the website. She consistently updates the event calendars on both GoTahoeNorth.com and NorthLakeTahoeChamber.com, as well as preparing for seasonal changes and reviewing navigation and usability. Judy also frequently adds new links and pages to the web site. Brett suggested making the map of Lake Tahoe more visible on the home page, as well as possibly increasing the blog. There was discussion about the control issues regarding a blog (Who controls the content? What if comments about a certain property/business are negative?) Alex suggested the NLTRA should have increased focus on conference sales. Jason Neary noted that ski resorts focus on attracting and hosting larger scale events. Alex would like Jason to provide a report on groups/events that we have sought and not received – why? Les asked if we could resource group sales efforts more effectively. Julie Maurer said we need to develop an event criteria and ROI information. Deb encouraged the Committee to review the criteria and ROI report created by the Community Marketing Grant Subcommittee. There was discussion regarding if the NLTRA should become more involved in the wedding business (weddings are recession proof), in addition to the granting of money to the Wedding and Honeymoon Association. Should the NLTRA work with the WHA to create a more consistent brand message in the wedding effort?

- 5.4 **Marketing Committee perspective outcomes of Joint Committee and Community meetings and direction to staff:** 1. Emphasis on events with focus on Return on Investment (ROI); special events workshop to determine event focus and the NLTRA marketing role, as well as defining and possibly widening the strike zone (shoulder season/high season). 2. Staff and Agencies recommendations regarding emphasis on the website - mapping, blogging, search engine optimization, key words, etc.. 3. Review of Wedding and Honeymoon Association with connected creative and branding. 4. Staff and

agency recommendations on objectives/goals with development strategies and criteria including geographical locations (based on the marketing tool report) to connect to budget implications.

## 6.0 DISCUSSION AND DIRECTION TO STAFF ON SPRING/EARLY SUMMER MEDIA PLANNING

- 6.1 Staff reviewed the planning process for the spring/early summer FY-2008/09 budget. Andy noted that the summer budget is split –May/June are included in this fiscal year and July/August are in next fiscal year's budget. Cathy reviewed the planning process and highlights of industry reports and travel trends from 2009.

Trend highlights include:

- o fuel costs
- o travelers are seeking discounts, extras and upgrades
- o consumers are booking trips later (will need additional feedback on this trend) consumers are looking for the tried and true (going to places where they know they will have a good time)
- o consumers are traveling closer to home – “nearcations”

Cathy discussed the web indicator document and the measurement of various markets and indications from these markets.

Website indicator highlights include: (July-Sept 07 vs. July-Sept 08)

- o unique visitors up 6.5%
- o Cool Deals pageviews up 9%
- o exit to lodging properties up 25% while ad spend was down 8.5% This may be due from shifts in strategy from heavy print advertising (several small black and white ads) to half page/full page color ads.
- o visits increased from LA, although visits were down from San Diego (all advertising efforts were pulled from San Diego and placed in the LA market)

Cathy reported that some of this information will be clarified later, as we are currently in the process of moving from Geobytes to Google Analytics. Wendy noted that people in Southern California are more likely to respond to the website because they are less familiar with the North Lake Tahoe product and need more information

Summer strategies include:

- o more focus on drive market (presence in Bay Area)
- o maintain presence in LA
- o continue with image oriented creative
- o copy will be more action oriented, promoting events, activities and deals
- o major focus on golf, as well as other summer activities
- o focus on campaigns that allow community members to participate/coop

Wendy reported that the media budget from April through June is \$92,587. The projected budget from July through September is \$134,448 (based on 2008 actual). The total projected summer budget is \$227,035 with a proposed 70% focus on drive and 30% focus on destination. For outdoor, Wendy received an additional outdoor board free of charge. We pay \$9,200 per month for the board on the Bay Bridge. Wendy said it cost about \$34,000 per month for larger board. The purpose of the outdoor board is brand reinforcement and awareness. The images will be changed 2 to 3 times this summer. Wendy said there is

discussion about another 3 week campaign with radio in the summer. Alex would like to see something more innovative and out of the box included as an option in the next media plan (possibly connect with Monterey and Napa Valley) that focuses on rediscovery and the current economic situation. Wendy feels the promotions (especially radio) can be more innovative. We will also continue internet advertising/promotions in both drive and LA markets.

#### **7.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE THE PROPOSED NEW PERFORMANCE MEASUREMENT/ROI TRACKING DOCUMENT**

- 7.1 Andy distributed copies of our current performance measurement document. He would like to see this revised, new document put into place in time for the next reporting cycle which will be from October 2008 through March 2009. The new performance measurement/ROI tracking document is included in this month's committee packet. Staff and agencies have been working on this new document for the last six months. The report is broken into similar areas, but staff and agencies determined some better ways to track performance and ROI. Wendy said the new document more clearly shows input and returned output. Andy reviewed the changes in the document with the Committee. Currently, the report is prepared every six months (October through March and April through September). Alex asked if it would be possible to measure this information by season. Andy said it would be possible to break down each six month period.
- 7.2 **M/S/C (Williams/Maurer) (9/0) to approve and recommend for Board approval the proposed new performance measurement/ROI tracking document, understanding that the document is a work in progress.**

#### **8.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE THE REALLOCATION OF THE NORTH LAKE TAHOE CONFERENCE CENTER MARKETING GRANT**

- 8.1 Staff has reviewed the FY 2009/09 budget and requests the Marketing Committee recommend for Board approval the reallocation of \$15,000 from the FY 2008/09 Placer-Lake Tahoe Film Office budget line item to the North Lake Tahoe Conference Center line item, and to replace the \$15,000 for the Placer-Lake Tahoe Film Office with funds from the marketing reserve budget. This action will result in a consistent application of the use of reserve funds as set forth in the Board-approved policy, and directed by the Board at its December 3<sup>rd</sup> meeting.
- 8.2 **M/S/C (Merchant/Williams) (8/0/1 – Abstention Maurer) to approve and recommend for Board approval the reallocation of the North Lake Tahoe Conference Center Marketing Grant.**

#### **9.0 DEPARTMENTAL REPORTS**

- 9.1 All written reports were posted at [www.nltra.org](http://www.nltra.org) for the Committee's review.
- 9.2 Jason Neary provided the Conference Departmental Report. In February, conference sales attended a number of key meetings and industry events and hosted one site inspection. Jason noted that attendance at trade shows was down. Ron suggested focusing on stimulus dollars. Jason said that staff began doing this a few weeks ago by focusing on governmental and association meetings.
- 9.3 Cathy Davis gave the Advertising/Media Departmental Report. She said that at the next meeting, she will give a full recap of radio buy and how our

promotions did in the Bay Area. Cathy discussed the user profiles created to post links on search engine bookmarking pages to create energy around the GoTahoeNorth website. She said that staff is constantly looking for credible ways to bring in-bound clicks to the site to increase Google rankings.

- 9.4 Jeremy Jacobson provided the Leisure Sales Departmental Report. Over recent weeks, he hosted the Meiers Welreisen FAM from Germany, as well as Australian sales agents FAM with attendees from Mogul Ski World, Alpine World, Travelplan, American Express and Ski Express. He also hosted a sales agent from Virgin Holidays and a marketing manager from British Airways. Jeremy also attended RSCVA's annual ski FAM. He reported that GTN ticket sales were doubled in January and February and above last year's sales for the month of March.
- 9.5 Judy Lavery gave the Special Project Departmental Report. She said that Ski Lake Tahoe had added a link on their web site to directly link to the Cool Deals page on GoTahoeNorth. She met with Northstar, and said the Tahoe Plein Air Painters will be included at Autumn Food and Wine this year which will boost attendance.
- 9.6 Pettit Gilwee gave the Public Relations Departmental Report. She is assisting freelancer Susan Reifer, who is on assignment in North Lake Tahoe this week for Ski Magazine, with coordinating interviews and tracking down story ideas. The article, titled "The Ultimate Guide to Lake Tahoe," is scheduled to run in a winter 2009/2010 edition. There are currently 7 news releases in the works, and 10 releases went out in last month. There were also 15 media leads in the last month. Pettit noted that she continues working with freelancers frequently.

#### 10.0 COMMITTEE MEMBER COMMENTS

10.0 No comments.

#### 11.0 STANDING REPORTS

The following reports were posted on [www.nltra.org](http://www.nltra.org):

- Reno/Tahoe International Airport January Report
- February Search Engine Optimization Report
- February Click Thru Report
- February MTRiP Report
- January Financials

#### 12.0 ADJOURNMENT

12.1 The Marketing Committee meeting adjourned at 4:01 p.m.

Submitted by:

Whitney Parks,  
Administrative Assistant

**Monthly Report February 2009**  
**CONFERENCE REVENUE STATISTICS**  
**Year to Date Bookings/Monthly Production Detail/FY 08/09**  
 Prepared By: Anna Atwood, Sales/Marketing Coordinator

<b>Total Revenue Booked for FY 08/09 as of 2/28/09</b>	<b>\$2,485,294 * Estimated</b>
<b>Forecasted Commission for this Revenue:</b>	<b>\$152,979</b>
<b>Number of Room Nights:</b>	<b>14770</b>
<b>Number of Delegates:</b>	<b>6759</b>
<b>Annual Revenue Goal for FY 08/09:</b>	<b>\$2,000,000</b>
<b>Annual Commission Goal for FY 08/09:</b>	<b>\$140,000</b>
<b>Number of Tentative Bookings as of 2/28/09:</b>	<b>44</b>

**Monthly Detail/Activity for February:**

<b><u>Number of Groups Booked:</u></b>	<b>4</b>
Revenue Booked:	\$127,717
Projected Commission:	\$7,475
Room Nights:	907
Number of Delegates:	459
Booked Group Types:	1 Assoc., 1 TA and 1 DMC
Lost Business, # of Groups:	

**Arrived in the month of February:**

Number of Groups:	9
Revenue Arrived:	<b>\$406,208</b>
Projected Commission:	\$14,959
Number of Room Nights:	2233
Number of Delegates:	714
Arrived Group Type:	2 Corp., 3 Assoc., 1 Society, 1 Film Crew and 2 DMC

**Monthly Detail/Activity for January:**

<b><u>Number of Groups Booked:</u></b>	<b>7</b>
Revenue Booked:	\$398,163
Projected Commission:	\$19,433
Room Nights:	1424
Number of Delegates:	865
Booked Group Types:	1 Assoc, 1 Smerf, 3 TA's, 1 Govt. and 1 Production Com.
Lost Business, # of Groups:	11

**Arrived in the month of January:**

Number of Groups:	<b>5</b>
Revenue Arrived:	<b>\$367,311</b>
Projected Commission:	\$28,765
Number of Room Nights:	1621
Number of Delegates:	467
Arrived Group Type:	3 Corp. and 2 Assoc.

**Monthly Detail/Activity for December:**

<b><u>Number of Groups Booked:</u></b>	<b>4</b>
Revenue Booked:	\$ 102,184
Projected Commission:	\$ 7,372
Room Nights:	611
Number of Delegates:	273
Booked Group Types:	2 Corp and 2 TA's
Lost Business, # of Groups:	4

**Arrived in the month of December:**

Number of Groups: 0  
Revenue Arrived: \$  
Projected Commission: \$  
Number of Room Nights:  
Number of Delegates:  
Arrived Group Type:

**Monthly Detail/Activity for November:**

**Number of Groups Booked:** 2  
Revenue Booked: \$ 232,963  
Projected Commission: \$ 23,296  
Room Nights: 878  
Number of Delegates: 310  
Booked Group Types: 1 Assoc. and 1 Smerf  
Lost Business, # of Groups: 9

**Arrived in the month of November:**

Number of Groups: 1  
Revenue Arrived: \$ 7,480  
Projected Commission: \$ 748  
Number of Room Nights: 68  
Number of Delegates: 45  
Arrived Group Type: 1 Corp.

**Monthly Detail/Activity for October:**

**Number of Groups Booked:** 4  
Revenue Booked: \$ 151,895  
Projected Commission: \$ 12,572  
Room Nights: 706  
Number of Delegates: 232  
Booked Group Types: 1 Corp. and 3 Associations  
Lost Business, # of Groups: 4

**Arrived in the month of October:**

Number of Groups: 7  
Revenue Arrived: \$ 361,596  
Projected Commission: \$ 30,534  
Number of Room Nights: 2131  
Number of Delegates: 1135  
Arrived Group Type: 4 Corp., 1 Assoc., 1 Smerf. And 1 TA

**Monthly Detail/Activity for September:**

**Number of Groups Booked:** 5  
Revenue Booked: \$ 172,818  
Projected Commission: \$ 5,440  
Room Nights: 1046  
Number of Delegates: 435  
Booked Group Types: 5 Corp.  
Lost Business, # of Groups: 12

**Arrived in the month of September:**

Number of Groups: 11  
Revenue Arrived: \$ 437,195  
Projected Commission: \$ 10,914  
Number of Room Nights: 2472  
Number of Delegates: 1153  
Arrived Group Type: 4 Corp., 2 Assoc., 2 TA's, 1 Govt., 1 University and 1 Seminar



**Monthly Detail/Activity for August:**

**Number of Groups Booked:** 3  
Revenue Booked: \$ 34,219  
Projected Commission: \$ 2,957  
Room Nights: 343  
Number of Delegates: 165  
Booked Group Types: 2 Corp and 1 Foundation  
Lost Business, # of Groups: 11

**Arrived in the month of August:**

Number of Groups: 5  
Revenue Arrived: \$ 37,094  
Projected Commission: \$ 3,412  
Number of Room Nights: 275  
Number of Delegates: 183  
Arrived Group Type: 2 Corp., 1 Assoc., 1 Govt. and 1 University

**Monthly Detail/Activity for July**

**Number of Groups Booked:** 6  
Revenue Booked: \$ 174,483  
Projected Commission: \$ 9,756  
Room Nights: 1045  
Number of Delegates: 614  
Booked Group Types: 1 Corp., 3 Assoc., 1 TA and 1 Seminar  
Lost Business, # of Groups: 10

**Arrived in the month of July:**

Number of Groups: 3  
Revenue Arrived: \$ 161,513  
Projected Commission: \$ 11,154  
Number of Room Nights: 1265  
Number of Delegates: 710  
Arrived Group Type: 3 Assoc.

**Future Year Bookings, booked in this fiscal year:**

		(Goal)
<b>For 2009/10:</b>	<b>\$992,475</b>	<b>\$750,000</b>
<b>For 2010/11:</b>	<b>\$988,339</b>	<b>\$200,000</b>

**NUMBER OF LEADS Generated as of 2/28/09: 109**

**Total Number of Leads Generated in Previous Years:**

**2007/2008: 209**  
**2006/2007: 205**  
**2005/2006: 240**  
**2004/2005: 211**  
**2003/2004: 218**  
**2002/2003: 247**  
**2001/2002: 293**  
**2000/2001: 343**  
**1999/2000: 415**

**1998/1999: 456**  
**1997/1998: 571**  
**1996/1997: 484**  
**19951996: 379**  
**1994/1995: 450**  
**1993/1994: 374**

**Monthly Report February 2009**  
**CONFERENCE REVENUE STATISTICS**

**South Shore Properties**

**Year to Date Bookings/Monthly Production Detail/FY 08/09**

**Prepared By: Anna Atwood, Sales & Marketing Coordinator**

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<b>Total Revenue Booked for FY 08/09 as of 2/28/09:</b>	<b>\$522,388</b>	<b>* Estimated</b>
<b>Forecasted Commission for this Revenue:</b>	<b>\$32,801</b>	
<b>Number of Room Nights:</b>	<b>4008</b>	
<b>Number of Delegates:</b>	<b>2930</b>	
<b>Annual Revenue Goal for FY 08/09:</b>	<b>\$600,000</b>	
<b>Annual Commission Goal for FY 08/09:</b>	<b>\$42,000</b>	
<b>Number of Tentative Bookings as of 2/28/09:</b>	<b>47</b>	

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**Monthly Detail/Activity for February:**

<b><u>Number of Groups Booked:</u></b>	<b>0</b>
Revenue Booked:	\$0
Projected Commission:	\$0
Room Nights:	0
Number of Delegates:	0
Booked Group Types:	0
Lost Business, # of Groups:	7

**Arrived in the month of February:**

Number of Groups:	3
Revenue Arrived:	\$287,592
Projected Commission:	\$13,472
Number of Room Nights:	2066
Number of Delegates:	880
Booked Group Type:	1 Corp., 1 Assoc. and 1 University

**Monthly Detail/Activity for January:**

<b><u>Number of Groups Booked:</u></b>	<b>1</b>
Revenue Booked:	\$52,785
Projected Commission:	\$6,335
Room Nights:	433
Number of Delegates:	180
Booked Group Types:	1 Assoc.
Lost Business, # of Groups:	8

**Arrived in the month of January:**

Number of Groups:	1
Revenue Arrived:	\$6816
Projected Commission:	\$817
Number of Room Nights:	60
Number of Delegates:	40
Booked Group Type:	1 Corp.

**Monthly Detail/Activity for December:**

<b><u>Number of Groups Booked:</u></b>	<b>0</b>
Revenue Booked:	\$0
Projected Commission:	\$0
Room Nights:	0
Number of Delegates:	0
Booked Group Types:	
Lost Business, # of Groups:	4

**Arrived in the month of December:**

Number of Groups: 0  
Revenue Arrived: \$ 0  
Projected Commission: \$ 0  
Number of Room Nights: 0  
Number of Delegates: 0  
Booked Group Type:

**Monthly Detail/Activity for November:**

**Number of Groups Booked:** 2  
Revenue Booked: \$ 24,669  
Projected Commission: \$ 0  
Room Nights: 193  
Number of Delegates: 140  
Booked Group Types: 1 TA and 1 Corp.  
Lost Business, # of Groups: 10

**Arrived in the month of November:**

Number of Groups: 0  
Revenue Arrived: \$ 0  
Projected Commission: \$ 0  
Number of Room Nights: 0  
Number of Delegates: 0  
Booked Group Type:

**Monthly Detail/Activity for October:**

**Number of Groups Booked:** 1  
Revenue Booked: \$ 31,392  
Projected Commission: \$ 0  
Room Nights: 320  
Number of Delegates: 230  
Booked Group Types: 1 Assoc.  
Lost Business, # of Groups: 5

**Arrived in the month of October:**

Number of Groups: 1  
Revenue Arrived: \$ 19,620  
Projected Commission: \$ 0  
Number of Room Nights: 50  
Number of Delegates: 200  
Booked Group Type: 1 TA

**Monthly Detail/Activity for September:**

**Number of Groups Booked:** 1  
Revenue Booked: \$ 8,872  
Projected Commission: \$ 1,064  
Room Nights: 62  
Number of Delegates: 47  
Booked Group Types: 1 Assoc.  
Lost Business, # of Groups: 13

**Arrived in the month of September:**

Number of Groups: 4  
Revenue Arrived: \$ 70,415  
Projected Commission: \$ 6,897  
Number of Room Nights: 722  
Number of Delegates: 590  
Booked Group Type: 2 Corp., 1 Assoc. and 1 TA

**Monthly Detail/Activity for August:**

<b><u>Number of Groups Booked:</u></b>	<b>0</b>
Revenue Booked:	\$ 0
Projected Commission:	\$ 0
Room Nights:	0
Number of Delegates:	0
Booked Group Types:	0
Lost Business, # of Groups:	12

**Arrived in the month of August:**

Number of Groups:	4
Revenue Arrived:	\$ 84,077
Projected Commission:	\$ 5,892
Number of Room Nights:	598
Number of Delegates:	335
Booked Group Type:	2 Corp., 1 TA and 1 Seminar

**Monthly Detail/Activity for July**

<b><u>Number of Groups Booked:</u></b>	<b>4</b>
Revenue Booked:	\$ 54,081
Projected Commission:	\$ 5,176
Room Nights:	425
Number of Delegates:	795
Booked Group Types:	1 Corp., 1 Smerf and 2 TA's
Lost Business, # of Groups:	6

**Arrived in the month of July:**

Number of Groups:	1
Revenue Arrived:	\$ 1,350
Projected Commission:	\$ 162
Number of Room Nights:	15
Number of Delegates:	5
Booked Group Type:	1 TA

**Future Year Bookings, booked in this fiscal year:**

		(Goal)
<b>For 2009/10:</b>	<b>\$ 355,917</b>	<b>\$200,000</b>
<b>For 2010/11:</b>	<b>\$ 84,177</b>	<b>\$100,000</b>

**NUMBER OF LEADS Generated as of 2/28/09: 81**

**Total Number of Leads Generated in Previous Years:**

2007/2008: 203  
2006/2007: 155  
2005/2006: 213  
2004/2005: 183  
2003/2004: 194  
2002/2003: 233  
2001/2002: 257  
2000/2001: 248  
1999/2000: 323  
1998/1999: 366

**NLTRA MARKETING/ CONFERENCE**  
ACTIVITY REPORT FOR MARCH 2009

**KEY MEETINGS/LUNCHEONS/RECEPTIONS ATTENDED BY STAFF**

- Attended SJ Marketing Meeting: Andy
- Attended NLTRA Board Meeting: Andy
- Attended Marketing Committee Meeting: Andy, Judy, Jason, Jeremy
- Attended CTTC Conference Call: Andy
- Attended Finance Committee Meeting: Andy
- Attended SSMC/SLT Meeting: Andy
- Attended Nevada Tourism Meeting: Andy
- Attended Placer County Tourism Summit: Andy
- Attended Ritz Carlton hard hat tour: Jeremy

**SPECIAL PROJECTS**

- Attended CTTC Sustainable Tourism Roundtable: Andy
- Attended AFW planning meeting: Andy, Judy
- Met with RSC on South America marketing efforts: Andy, Jeremy
- Held Community Meeting on Budget Building Blocks: Andy
- Met with Steven Holtz from Ritz on AFW: Andy, Judy
- Filmed with LuxuryTravel.com on Lake Tahoe segment: Andy
- Hosted UK tour operator Lotus Super Travel: Jeremy
- Hosted UK tour operator Ski Safari: Jeremy
- Hosted Vacation Roost/Mtn. Reservations: Jeremy
- Hosted Australian ski freelance writer: Jeremy
- Hosted CREA Traveler Magazine from Japan: Jeremy
- Attended Mountain Travel Symposium planning meeting: Jeremy
- Produced Ski Lake Tahoe luncheon slideshow: Jeremy
- Attended POW WOW planning meeting: Jeremy