



BOARD MEETING MINUTES
Wednesday, August 6, 2008 – 8:30 a.m.

Tahoe City Public Utility District

FINAL MINUTES

BOARD MEMBER ATTENDANCE: Dan Tester, Debra Dudley, Ron McIntyre, Tom Murphy, Debbie Casey, Adam Wilson, Alex Mourelatos, Roger Beck, Jennifer Merchant (8:50 a.m.) and Graham Rock (10:32 a.m.)

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

OTHERS IN ATTENDANCE: Kelly Houston, Alanna Crete, Kelly Atchley, Wendy Hummer, Nova Lance-Seghi, and Brian Stewart, Ron Parson, Rich Colwell, and Jim Courcier

1.0 CALL TO ORDER – ESTABLISH A QUORUM

- 1.1 The NLTRA Board meeting was called to order at 8:33 a.m. by Chair Debbie Casey and a quorum was established. She read the NLTRA's mission and meeting ground rules.

2.0 PUBLIC FORUM

- 2.1 Kelly Atchley, Executive Director, Tahoe City Downtown Association (TCDA) asked for clarification regarding item 6.9 of the July 29th Marketing Committee meeting minutes related to the Community Marketing Program. The item read *Julie was concerned that \$10,000 to each of the business associations may not be the best usage of the \$50,000 and perhaps coordinating these resources for the whole may be more effective.* Kelly expressed concern about this statement and suggested the business associations and Marketing Committee work more collaboratively on *Location Based Marketing.* She would like clarification about the concern over these funds. Debbie Casey said the valid place to express these concerns is at the next Marketing Committee meeting. Kelly said with the budget in the forefront it is a major concern for those who rely on the community marketing grant funds. Debbie confirmed that the Community Marketing Program is part of the budget this year.

3.0 AGENDA AMENDMENTS AND APPROVAL

- 3.1 **M/S/C (Tester/Wilson) (8/0) to approve the agenda as presented.**

4.0 CONSENT CALENDAR - MOTIONS

- 4.1 **M/S/C (McIntyre/Murphy) (8/0) to approve the consent calendar as presented.**

5.0 DISCUSSION AND POSSIBLE ACTION ON PLACER COUNTY DEPARTMENT OF PUBLIC WORKS REQUEST FOR AN ADDITIONAL \$500,000 TO ASSIST THE DESIGN AND CONSTRUCTION OF THE TAHOE CITY TRANSIT CENTER

- 5.1 Ron Treabess reported that the Placer County Department of Public Works (DPW) has submitted an infrastructure allocation request for an additional \$500,000 to assist in funding the final design and construction of the Tahoe City Transit Center. He noted that planning for the Tahoe City Transit Center began in FY-1997/98. The transit center will serve as a multi-modal transit hub for TART and other transit, bicyclists, and private vehicles. The environmental documents have been approved and the project design is more than 50% completed. The total cost of the project is estimated at \$7,900,000 and is expected to be completed in 2010. As part of the project, the DPW will eliminate illegal parking along Highway 89, realign bike trails and move the access road to line up with the parking lot of the proposed Lake of the Sky Interpretive Center across the street. The purpose of the project is to support transportation alternatives, provide parking, increase access and safety in the area and provide air and water quality improvements. Ron reported that the grant request is a stipulation of the FY-2008/09 Placer County/NLTRA Annual Agreement. He reminded the Board that the project will not go before the Board of Supervisors for approval until the NLTRA/Placer County contract has been finalized. Ron reported that the Joint Infrastructure/Transportation Committee unanimously approved the project, but there were concerns expressed about the cost.
- 5.2 Discussion followed in regards to the Tahoe City Transit Center project.
- 5.2.1 Ron McIntyre asked for a breakdown of costs between the transit loop and the building. Nova Lance-Seghi, Placer County DPW, said the updated cost estimate will be available when the design is completed. Roger Beck asked about the square footage of the building. Nova reported that the interior space is approximately 1200 sq. ft. and includes an office, restrooms, utility room, and a conditioned waiting area. Roger expressed concern about the cost of the project. He said according to his calculations, the building costs \$2,300 per square ft. Nova said a large portion of the cost is for the roof which is not included in the square footage. She confirmed that there is a contingency built into the estimated cost. Roger suggested the County consider a more cost effective structure.
- 5.2.2 Debra Dudley expressed concern about operations and maintenance costs for the facility. She would rather allocate funds to transit operations rather than a transit center. Nova confirmed that Placer County is working on an operations and maintenance plan consistent with the conditions of the use permit. Steve Teshara confirmed that funds would come from regular TART budget monies that they receive to operate transit. Brian Stewart, Placer County DPW, clarified that Will Garner with TART is preparing a plan. Steve said staff will request the operations and maintenance plan from TART for Board review.
- 5.2.3 Tom Murphy said the budget seems incomplete. He said the cost does not include architectural, signage, or design fees and the general contractor fees seem low. He said the project cost may be higher than what is currently estimated. Brian said the cost of the project will be refined as the design is completed.
- 5.2.4 Steve Teshara reported that the Transit Center has been a controversial project in the community. He feels the design is the County's attempt to construct a building that will be acceptable to the community. Nova added that in addition to aesthetics, the building includes important function and safety features.

- 5.3 **M/S/C (Beck/Murphy) (8/0/1 No – Merchant) to recommend to the Placer County Board of Supervisors an Infrastructure allocation of \$500,000 to assist the design and construction of the Tahoe City Transit Center. The Board expressed concern related to the cost of the structure in times of budget concerns and believe it will be in excess of \$2,300 per sq. ft. As the building gets closer to final design, the Board requests that they have the opportunity to analyze the cost of operating the facility to ensure that it does not negatively impact transit operations.**

6.0 STATUS REPORT – DISCUSSION AND POSSIBLE FURTHER DIRECTION TO STAFF REGARDING UPDATE OF BOARD LEVEL METRICS PLAN

- 6.1 Steve Teshara reported that staff has begun updating the Board Level Metrics Plan for FY-2007/08. He reviewed the document and discussed some changes that will be made to the document. He noted that TOT data is still pending, in addition to the Chamber Program Revenue. Steve added that additional data is anticipated for the Public Relations Advertising Equivalency indicator. All other indicators have been updated through June 2008. Staff seeks Board direction on this draft document and will incorporate consensus direction and work to complete the document for Board consideration and approval at the September 3rd Board meeting.
- 6.2 Discussion followed in regards to the draft Board Level Metrics Plan.
- 6.2.1 Roger Beck asked staff to include numbers with the graphs for comparison. Ron McIntyre agreed and asked that sales tax numbers be included.
- 6.2.2 Dan Tester recommended an Executive Summary as the analysis for the document. Alex Mourelatos said there should be an analysis for each metric and the Executive Summary should be an overall analysis and direction.
- 6.2.3 Jennifer Merchant asked that the click through report be broken out by area. She suggested adding the year to summer transportation numbers.
- 6.2.4 Debra Dudley asked for clarification regarding the distribution plan for the document. Steve Teshara reported that the document will be available for review and download on www.nltra.org and www.northlaketahoechamber.com. A press release will be sent out to notify the public about the document in addition to an article in the chamber newsletter. Steve said the Plan will be included as part of the annual report to Placer County. Alex Mourelatos asked staff to break out the TOT report by quarter and region. Steve explained that that information is not available. Jennifer reported that the information gets updated every month. Sally said the numbers are cumulative and she cannot extract quarterly information. Alex asked that the annual data be broken out by area. Ron McIntyre said we have requested a TOT report by quarter from Placer County. Jennifer confirmed that she would request the information from Placer County.

7.0 STATUS REPORT – DISCUSSION AND POSSIBLE FURTHER DIRECTION TO STAFF REGARDING DEVELOPMENT OF NLTRA STRATEGIC BUSINESS PLAN FOR FY-2008/09

- 7.1 Steve Teshara reported that staff is also working to update the NLTRA Strategic Business Plan for FY-2008/09. He asked for direction with regard to the proposed Goals and Objectives for FY-2008/09 and the Review of Accomplishments sections of the draft. Staff will incorporate consensus direction and work to complete the document for Board consideration and approval at the September 3rd Board meeting.
- 7.2 Discussion followed with regard to the FY-2008/09 Strategic Business Plan.

- 7.2.1 Roger Beck suggested that under marketing goals and objectives an accomplishment should be added to include NLTRA's efforts to increase tourism this past year. He suggested staff quantify the NLTRA's accomplishments within the narrative. Roger also suggested including information about what the organization plans to achieve and improve upon in 2008/09.
- 7.2.2 Alex Mourelatos asked staff to include performance metrics in the accomplishments section and specifically reflect contract compliance and pending contractual obligations that will be addressed this year.
- 7.2.3 Ron McIntyre said tourism is affected by environmental conditions and should be included as part of the analysis.
- 7.2.4 Jennifer Merchant asked for clarification in regards to the charts under Sources and Uses of Funds. She asked if departmental percentages include G and A for each department. Steve clarified that the charts were developed based on the approved system of allocation. Sally added that G and A includes salaries in addition to a portion of rent and utilities. Debbie Casey clarified that there are items in the charts that are overall operational expenses, which are allocated by department. Some salaries are operational and not general and administrative. Roger Beck asked what gets allocated to G and A. Sally explained that typical overhead expenses are allocated on a percentage basis based on employees per department. A secondary allocation is based on revenue.
- 7.2.5 Dan Tester acknowledged the strong number in visitation this past year. He suggested we use the goals and objectives for 2008/09 as benchmarks from which to measure our success next year. The Board also directed staff to incorporate metrics from the Board Level Metrics Plan into the Strategic Business Plan. Steve confirmed that once the document is approved, it will be included on the www.nltra.org Web site for review and download.
- 7.2.6 Tom Murphy suggested that marketing goals and objectives include community recommendations captured from the workshops.

8.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE THE 2008/2009 NORTH LAKE TAHOE MARKETING COOPERATIVE CONSUMER MARKETING ANNUAL PLANNING OUTLINE

- 8.1 Andy Chapman reported that in the last six months the NLTRA has scheduled a series of public workshops for the purpose of getting community input on our various marketing programs and strategies. These discussions have provided the Marketing Committee and NLTRA Board with direction on future marketing efforts. Staff and ad agency representatives have prepared a marketing planning outline for review and discussion.
- 8.2 Alanna Crete with Smith and Jones presented the Web report. She said the overall unique visits are increasing. Quarterly cool deals and exits to lodging properties are also increasing. Over 60% of Web traffic came from cities outside California which the Agency attributes to regional marketing efforts and PR. She noted that we are not losing Web traffic within the California market. Los Angeles tops the list of visits by major California cities. Alanna reported that 50% of visitors typed or bookmarked www.GoTahoeNorth.com. The Agency attributes this to traditional media and PR. Alanna reviewed the publication lead report. She said the cost per lead for Outside magazine is higher due to younger readers who typically go directly to the Web site rather than sending in a reader response card. She also reviewed the lodging click through report. The report shows a higher click through to Small Lodging (41%) in comparison to Vacation Rentals (28%) and Large Lodging (31%). Roger Beck requested a breakdown of lodging click throughs specifically for Placer County lodging.

- 8.3 Wendy Hummer with EXL Media reviewed the Consumer Marketing Annual Planning Outline. She said the goal is to build awareness of North Lake Tahoe as a destination and to drive traffic to the Web site. The overall marketing strategies include:
- Target those who are looking to get away and most likely to visit a mountain destination specifically Lake Tahoe.
 - Focus marketing on Bay Area drive market and regional destination market which includes Southern California and Western U.S.
 - Promote North Lake Tahoe as a year around destination which offers a variety of activities and is easily accessible from anywhere.
 - Continue marketing and creative campaign with minor adjustments.
- Wendy reported that the Annual Plan is broken out by season; summer is July – September 2008 and April – June 2009 and winter is October 2008 – March 2009. In the winter, the focus is primarily on destination marketing. The drive market is our focus in the summer.
- 8.4 Tom Murphy asked if the plan supports “shoulder” seasons. He noted April is the best time to ski in Lake Tahoe. Wendy agreed but said it is hard to sell. Jennifer Merchant reported that return on investment (ROI) is minimal for spring. Debbie Casey noted our drive market visitors are more likely to drive to North Lake Tahoe in the fall than the spring.
- 8.5 Wendy reviewed the geographic markets and budget spending. For the drive market, the budget is 60% in the summer and 40% in the winter. Conversely in the destination market, the budget is 40% in the summer and 60% in the winter. She said this balance is consistent with recommendations from the community workshops as referenced in the Executive Summary. In addition, the summary suggested that the participants feel there will be more visits generated with the promotion of local events, especially in the fall. Wendy confirmed that \$12,000 is budgeted for the Fabulous Fall Festival. She noted that we have increased the fall spend.
- 8.6 Alex Mourelatos asked about how the agency makes decisions on media strategies. Wendy explained that she looks at strategies within our budget that will reach our target market, resonate with the creative, and have worked well in the past. The plan is vetted through the agency and recommendations are made to the Marketing Cooperative. The Plan is then reviewed by the NLTRA Marketing Committee and finally the NLTRA Board. Alex said key performance measures should guide the plan. Debbie said performance indicators are used to help determine the marketing direction. These indicators are fully vetted at the Marketing Committee level. She feels including the indicators in this plan would be duplicative. Wendy agreed to include a rationale for the strategies chosen, as they relate to drive and destination marketing.
- 8.7 Roger Beck said people do not distinguish between North and South Lake Tahoe. He asked that this reality be considered in the marketing plan. Furthermore, he prefers the *Resorts and Towns of North Lake Tahoe* instead of *Neighborhoods of North Lake Tahoe*. He asked that North Lake Tahoe is made *abundantly clear* on the Web site.
- 8.8 Tom Murphy asked what is being done to capture the international drive market visitor. He also suggested that signage needs to be improved on Highway 80 leading to North Lake Tahoe because the bulk of the drive market ends up on the South Shore. Wendy reported that we are leveraging dollars with the San Francisco VCB to feature North Lake Tahoe on their Web site which receives high international visitation. She noted that we are also leveraging dollars with other VCB coop programs. Andy added that we have an extensive international Leisure sales program. NLTRA staff works with wholesale tour operators in Australia and the U.K. to sell our destination. We also have a presence in Germany. Tom said due to the downturn of our economy, it would be proactive to target

international visitors. He said 20% of our business is international. Steve said the international business is generated, in part, by our destination marketing efforts. Andy noted that the efforts of the Leisure Sales department is not included in the outline. Staff will include other marketing efforts as part of the plan to show a more complete picture of our marketing efforts.

- 8.9 Jennifer Merchant said there was concern expressed at the Marketing Committee meeting in regards to the spend. She said the heavy focus on destination in the winter was not necessarily benefiting small businesses. Cheri Sprenger, Executive Director, NTBA expressed concern that comments made at the community workshops have not been addressed. She also would like further discussion with regard to the Community Marketing Program and said the media plan need to be vetted further. Dan Tester assured the Board and business associations that there are no anticipated cuts to the Community Marketing Program as previously approved in this year's budget. Kelly Atchley said all organizations need to deliver the same marketing message. Steve Teshara said staff would include the Community Marketing Program in the planning outline. Debbie said a goal of the Marketing Committee is to have more joint meetings with the Chamber Advisory Committee. She welcomed participation at the Marketing Committee meetings. Jennifer suggested a representative from the Chamber should be included on the Marketing Committee and vice versa. Alex suggested that a larger investment in local events may be a better investment of our marketing dollars than some of the media spend. He feels we are missing a strategic opportunity to invest in local events that retain visitors.
- 8.10 Graham Rock abstained from the vote since he was not present during the discussion related to this item.
- 8.11 **M/S/C (Mourelatos/Tester) (9/0/1 Abstention – Rock) to approve the FY-2008/09 Consumer Marketing Annual Planning Outline with the addition of rationale for the marketing strategies, the addition of how we work with business associations on event marketing, information about conference and international leisure sales efforts and business cooperatives and acknowledge other marketing partnerships.**

9.0 CHAMBER OF COMMERCE REPORT

- 9.1 Kym Fabel reported that the Placer County Sheriffs Department has thanked the Chamber for getting the word out about the Truckee River alcohol ban prior to the 4th of July holiday. The rafting companies reported that rafters went down the river more than once and the river was more of a family atmosphere.
- 9.2 Kym reported that the Incline Village Candidate Meet and Greet is scheduled for August 6th beginning at 5:30 p.m. at Aspen Grove.
- 9.3 The next Chamber mixer is scheduled to be held on August 12th at the Village at Northstar. This mixer will help promote the upcoming Autumn Food and Wine Festival (AFW). AFW tickets are available online, discounted to Chamber members.
- 9.4 A chamber ribbon cutting ceremony is scheduled to be held at the Fish Hatchery in Tahoe City on August 14th beginning at 1:00 p.m. Also in August, the Chamber is co-sponsoring the Independent Incline Forum on August 20th beginning at 5:30 p.m. at St. Patrick's Episcopal Church in Incline.
- 9.5 Kym announced the Chamber has distributed the Business Directory.

10.0 MARKETING REPORT

- 10.1 Andy Chapman reported that AFW planning is being finalized. The schedule is on the www.GoTahoeNorth.com Web site. He said Stephanie Izard from Top Chef will be presenting at the event. The Grape Stomp is scheduled for Friday, September 5th in the Village at Northstar.
- 10.2 Andy reported that he has recently received the final ad awareness study for San Francisco. He will bring the results to the Marketing Committee and the Board for review and discussion in the next round of meetings.
- 10.3 NLTRA staff member Jeremy Jacobson is gearing up for his fall training for international and domestic marketing partners.

11.0 ACTIVITY REPORT

- 11.1 Ron Treabess reported that four NLTRA approved projects will not go before the Placer County Board of Supervisors for approval until the FY-2008/09 NLTRA/Placer County contract is finalized. The pending projects include the Homewood Class 1 Bike Trail, the Tahoe City Historical Walking Tour, the Speed Limit Advisory Signs project and the Tahoe City Transit Center allocation approved today.
- 11.2 Ron reported that there will be an update on the progress of the Feasibility Study for Arts and Culture (Performing Arts) at the next Joint Infrastructure/Transportation Committee meeting. The meeting is scheduled to be held at the TCPUD Board Room on August 25th. He encouraged the Board and all supporting organizations to attend the meeting.

12.0 PRESIDENT AND CEO'S REPORT

- 12.1 Steve Teshara gave a brief overview of the following topics.
 - 12.1.1 **Update – Placer County Housing Element (County Planning Staff Report)** – Steve reported that the document gives a succinct description about where the housing issue stands at the County level.
 - 12.1.2 **Correspondence of the Tahoe Sierra Board of Realtors to TRPA re: Request for Policy Level Dialogue re: “Neighborhood Incompatibility”** – Steve reported that this correspondence from the Tahoe Sierra Board of Realtors (TSBR) to TRPA discusses character and compatibility issues. The TSBR is asking the TRPA Governing Board to further define “Neighborhood Incompatibility.” Jennifer Merchant said the TRPA has not approved the project findings. She said it does have impacts in planning areas. The Placer County Planning Department will write a letter to TRPA about this issue.
 - 12.1.3 **Status Report – TRPA Regional Transportation Plan Update** – Steve reported that document is a copy of Steve’s letter with comments on the TRPA Regional Transportation Plan. He will present it formally to the TTD meeting on Friday, August 8th. The comment deadline has been extended. He noted that the projected completion date for the Highway Realignment project is 2022, but Fanny Bridge needs to be addressed prior to that time. There are inconsistencies in the document that need to be addressed.

13.0 CLOSED SESSION

- 13.1 The NLTRA Board Meeting adjourned to Closed Session at 11:00 a.m.

14.0 RECONVENE TO OPEN SESSION

14.1 Chair Debbie Casey reported that during the Closed Session, the Board provided direction to the Executive Committee regarding the FY-2008/09 NLTRA/Placer County Contract.

15.0 DIRECTORS' COMMENTS

15.1 There were no further comments.

16.0 MEETING REVIEW AND STAFF DIRECTION

16.1 Staff will incorporate the Board's suggested changes to the FY-2008/09 Strategic Business Plan and Board Level Metrics plan and present final drafts to the Board for review and approval next month. Staff will request an operations and maintenance plan for the Tahoe City Transit Center from TART for Board review.

17.0 ADJOURNMENT

17.1 The Board meeting adjourned at 12:25 p.m.

Submitted by,
Sarah Holster
Executive Assistant