



**BOARD MEETING MINUTES**  
**Wednesday, April 7, 2010 – 8:30 a.m.**  
**Tahoe City Public Utility District**

**PRELIMINARY MINUTES**

**ATTENDANCE:** Ron McIntyre, Phil GilanFarr, Allen Highfield, Alex Mourelatos, Roger Beck, Jennifer Merchant, Ron Parson, Deb Dudley, and Kali Kopley

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

**OTHERS IN ATTENDANCE:** Steve Kastan, Cindy Gustafson, and Jan Colyer

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

1.1 The meeting was called to order at 8:30 a.m. by Board Chair Alex Mourelatos and a quorum was established. Alex read the meeting ground rules.

**2.0 PUBLIC FORUM**

2.1 Cindy Gustafson, TCPUD General Manager thanked the NLTRA Board for the approval of an infrastructure grant for the Lakeside Bike Trail project. She said the TCPUD will be going out to bid this summer for phase VII of the project which includes portion through the state park campground to below the Lighthouse Shopping Center. Phases V and VI will be bid this fall to secure a bid in a favorable bidding climate. She reported that obstacles associated with the project include coverage. Additional coverage is needed for phases V and VI.

**3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 Alex Mourelatos noted agenda item D4. He said as an outcome of the Board/Management Team workshop, Steve has been asked to provide a monthly Board briefing, to include Board discussion and input, about work he is doing on such efforts as the TRPA Regional Plan Update and Legislative advocacy.

**3.2 M/S/C (Parson/McIntyre) (9/0) to approve the agenda as presented.**

**4.0 CONSENT CALENDAR**

4.1 Andy Chapman reported that item C6 was not included in the consent calendar distribution. He said the summary was submitted to him earlier today. Staff will send out the summary to the Board under separate cover. The Board asked that the item be removed from the consent calendar.

**4.2 M/S/C (Parson/McIntyre) (9/0) to approve the consent calendar as amended.****5.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE UPDATED INFRASTRUCTURE AND TRANSPORTATION INTEGRATED WORK PLAN AND LONG RANGE FUNDING PLAN**

- 5.1 Ron Treabess reported that the updated Infrastructure and Transportation Integrated Work Plan (IWP) and Long Range Funding Plan is included in the packet. Staff has incorporated recommended changes into the plan from the NLTRA Board, Joint Infrastructure/Transportation Committee, and community, and is asking the Board for final approval. The approved plan will provide direction as it relates to the Five Year plan and be used as a tool in the development of the Infrastructure/Transportation budget for FY-2010/11. In addition, the approved plan will allow for the evaluation of new projects coming forward this current year. Ron noted that an additional \$172,000 in infrastructure funding is needed for TART base line transportation services. Staff is in the process of analyzing the North Lake Tahoe Express airport shuttle to determine the amount of subsidy needed for the service. Ron reported that staff has met with LSC Transportation, TART, and Truckee-North Tahoe TMA representatives to analyze next year's enhanced summer transportation services. The results of that meeting include the elimination of the Tahoe Vista trolley service.
- 5.2 Alex Mourelatos expressed concern in regards to funding base line services. He said it appears we are moving away from our goal of 30 minute headways. Ron confirmed that 30 minute headways are still a priority. The Tahoe Vista trolley has been removed as part of summer enhanced services, but TART's 30 minute service on the North Shore is still included in the plan. Ron said our goal to continue to improve transportation services is still being pursued. He said the adjustments for FY-2010/11 will allow TART to provide service on Highway 267 to Northstar in the summer. The connection to Truckee is still pending. Another recommendation is to fund nighttime service from Northstar to Stateline. These services are advancing the long term goals of transportation. Ron McIntyre asked staff to include the \$172,000 for base line services in the budget. Ron Treabess said although it is still uncertain, there could be additional State funding available for TART services through the restoration of some State Transportation Act dollars (STA).
- 5.3 Ron Parson expressed concern about transportation on the West Shore. He does not think the service is adequately serving employees or resort guests (especially in April) and is confusing for visitors. He said visitors do not want to transfer in Tahoma to go to Emerald Bay. In addition, on-call service does not work for Granlibakken. Ron McIntyre reported that the NLTRA has recommended to TART to make the West Shore service independent from the main line. At this time, TART is unable to make it work within the schedule. Jennifer Merchant added that the Incline to Tahoma route is a three segment route. She confirmed that eliminating a segment would require additional transfers. Jennifer said there is not enough funding available in April to continue services and suggested businesses take the responsibility if they have groups in house. Phil GilanFarr said consistency of service is most important to visitors. He said we should match the end of winter services with the closure of ski resorts. Phil said the businesses and business associations could help create an on-call or convenience service for shorter routes. Ron Treabess agreed and suggested that if transportation is a priority, we could use more TOT flexible funding for services. He said currently, TART does not have a solution for Granlibakken without disrupting the consistency of the schedule. He agreed that a smaller more flexible service would be appropriate for the West Shore.

5.4 Ron Parson asked for clarification regarding U.S. Forest Service funds for the Emerald Bay shuttle. He noted that service was very successful in the past. Steve Teshara confirmed that the Forest Service is funding summer service on the West Shore. He reported that the BlueGo system on the South Shore persuaded the Forest Service that a connection should be made between the South Shore and North Shore at Tahoma (El Dorado County line). He said we agreed to test the route, which did not prove successful, based on ridership. The NLTRA and TMA are working with South Shore on this issue. Steve said the answer may be a smaller transit vehicle on the West Shore. Ron Parson said we need to reevaluate transportation on the West Shore. Steve agreed and reported that funding is available through the Tahoe Transportation District (TTD) to update TART's Five Year plan which will include a ridership survey. Ron McIntyre suggested that the West Shore segment could be connected as a third segment on the Squaw Valley route. Alex Mourelatos noted that the Tahoe City Transit Center will support smoother transfers. Allen Highfield noted that no public transportation reaches the Ritz Carlton. Jan Colyer offered to meet with the Ritz Carlton on transportation services to the resort.

**5.5 M/S/C (McIntyre/GilanFarr) (8/0/1 No-Parson) to approve the Infrastructure and Transportation Integrated Work Plan and Long Range Funding Plan 2010-2015.**

**6.0 STATUS REPORT/BOARD DISCUSSION, INPUT AND FURTHER DIRECTION TO STAFF REGARDING OUTCOMES OF MARKETING MEETINGS AND WORKSHOPS AND PROPOSED MARKETING DIRECTIONS AND BUDGET DEVELOPMENT FOR FY-2010/11**

6.1 Andy Chapman reported that as part of the FY-2010/11 Strategic Planning and Budget Development process, a series of workshops were held to solicit feedback on marketing direction and efforts. The joint Marketing/Chamber Committee meeting focused on communicating the value of the NLTRA to the community including how the community can link to NLTRA marketing, measuring results, and return on investment (ROI), and defining off peak and targets and how to extend the core season. Committee members identified disconnects between winter and summer efforts and resort versus lake businesses. The Marketing Committee/Community workshop focused on two issues, including how the community can leverage and partner with the efforts of the NLTRA and opportunities and ideas to maximize the off-peak time periods throughout the season. Andy said the summary from this meeting will be distributed to the Board later this week. He reported that a marketing ad awareness study is also underway in the San Diego and San Francisco markets. Staff will present study results to the Board next month.

6.2 Roger Beck feels that if the Web site continues to be the focus of our marketing, then NLTRA staff members should view how customers use the site. In addition, he said we need to allow consumers to easily find information about all towns in the area. Andy confirmed that customers will be incentivized to navigate the Web site and complete a survey. The purpose of the ad awareness study is to determine campaign awareness. Next year the site will be divided by winter and summer to help familiarize users with the different towns. Andy reported that the top navigation bar has been updated to better assist consumers. Jennifer Merchant asked about the budget for marketing research. Andy said the studies are not budgeted until March or April. The total amount for both studies is \$20,000.

6.3 Jennifer asked about follow-up from last year's marketing workshops related to special events. Andy confirmed that a number of changes were made, including staff member

Judy Lavery's focus on special events. There was also an increase to the Community Marketing Grant Program. Successful grantees are now required to meet with Judy to determine the most efficient use of PR and how best to leverage event marketing with NLTRA efforts. There has been discussion with the community partners to better link special events to the Web site. The North Lake Tahoe Marketing Cooperative Committee discussed a potential special events coop campaign at its meeting yesterday. Andy confirmed that the increased focus and resources on special events have been effective. He said it has been discussed to add grant funding to the Chamber to work with community partners on coordinated special event promotions. Steve Teshara gave an example of the effectiveness of efforts related to special events. He said two different paddleboard event producers came to the Chamber Committee requesting grant funds. After meeting with Judy, the two are now working together to provide a series of paddleboard events on Lake Tahoe throughout the summer season. As a result, the effort has drawn significant new sponsorships.

- 6.4 Ron McIntyre asked about marketing efforts during off peak time periods. Andy reported the media plan is targeting the Bay Area drive market in June and late August. Ron McIntyre said it would be beneficial to make sure participants know about these efforts. Kym noted that off season events that were granted funding through the Chamber will be promoted through the Chamber and NLTRA during those time periods. Alex Mourelatos asked that any marketing plan demonstrate to the Board a fact-based planning strategy focused on strikezones. He said there needs to be a lodging forum for the purpose of marketing and transportation discussions. Jennifer expressed concern that the San Diego winter campaign omitted smaller lodges at the Lake. Andy confirmed that the campaign included a link to Cool Deals. He said there may be an opportunity for a small lodging coop which could be a discussion point at the proposed lodging forum. Ron Parson agreed that we need a lodging forum. Deb Dudley reported that she recently attended a tourism seminar and trends in lodging show the top 15% of hotel products get 85% of hotel revenue which shows consumers want a higher end product. She said we need to create demand for our product and develop an effective program that small properties can afford to participate in. Phil agreed there needs to be a lodging forum to discuss these opportunities. He said businesses are suffering on the North Shore. He said he hesitates to support the North Lake Tahoe Express, since our local transportation is ineffective in moving visitors around the area once they get here. He noted that small lodging needs to capitalize on their proximity to the Lake which the larger resorts cannot offer. Ron McIntyre suggested that since rental housing and condominiums are approximately 56% of TOT collections, they should be included in the forum.
- 6.5 Allen Highfield requested zip code statistics on Web searches. Andy said that information is typically included in the Marketing Committee packet, but he will include the Google Analytics report in the Board packet going forward. Andy noted that the report shows that our Web site is a powerful tool. We are driving 70,000 to 80,000 unique visitors to the site every month.

## **7.0 STATUS REPORT/BOARD DISCUSSION AND INPUT IN SUPPORT OF UPDATING THE NORTH LAKE TAHOE CHAMBER OF COMMERCE BUSINESS PLAN FOR FY-2010/11**

- 7.1 Steve Teshara reported that the Chamber of Commerce Advisory Committee and Chamber staff are in the process of updating the North Lake Tahoe Chamber of Commerce Business Plan for FY-2010/11. A committee workshop is scheduled to be held tomorrow to discuss in more detail likely modifications to Objectives 1, 2, and 4.

Alex Mourelatos reported that discussion focused on a potential coordinated membership investment between the Chamber of Commerce and business associations. Kym Fabel said options include a 20% reduction in price from both Chamber and business associations to secure members. Phil GilanFarr said there needs to be a clear message to the community about the mission and objectives of the Chamber and how it relates to the business associations. Jennifer Merchant requested that any changes to the plan be included next month in *italics*. Ron Parson commended Chamber staff on improving business development elements of the Chamber.

## 8.0 BOARD BRIEFING/DISCUSSION – PRESIDENT AND CHIEF EXECUTIVE OFFICER

- 8.1 As an outcome of the March 9<sup>th</sup> Board/Management Team workshop, the NLTRA CEO will include an item on the monthly Board agenda for the purpose of updating the Board on specific “external partnership” initiatives. As part of today’s agenda item, Steve Teshara presented a status report on efforts related to the TRPA Regional Plan Update (RPU). He confirmed that the package of five reports, collectively known as the Regional Plan initiative (RPI), was presented to the TRPA Governing Board of March 25<sup>th</sup>. His role in the presentation was to summarize specific recommendations for Regional Plan changes intended to facilitate economic and community revitalization, as well as environmental improvements. RPI reports underscore the need for TRPA to more effectively encourage and engage private sector investment. Steve said the presentation had a significant impact on the Governing Board. This month the Governing Board will provide policy recommendations in Sacramento on the Land Use element of the Regional Plan (redevelopment). He said currently it is difficult to meet environmental goals and objectives of the plan in privately held sections unless direction is given to TRPA staff to make it easier for upgrades to occur. Steve reported that the complete set of documents is available for review on [www.nltra.org](http://www.nltra.org). Ron Parson asked for clarification in regards to tools for successful redevelopment. Steve said redevelopment areas are defined by local governments. The relationship between those areas and the community plans includes transect zoning which targets priority areas that also need revitalization and redevelopment. Ron Parson asked about the transferring of commodities. Steve explained that there is a proposal that would make the transfer of commodities (development allocations) more flexible.
- 8.2 Steve gave a status report on the TRPA Regional Plan Update (RPU) including milestones and stakeholder meetings. The process is continuing. Each month staff reaches out to identified stakeholders on the North Shore and South Shore to discuss needs for policy direction. TRPA is working to develop the four alternatives for the Regional Plan Environmental Analysis. Land Use policy issues will go before the Governing Board this month. In May, TRPA will review Transportation and Noise policies. Steve said there several inflexible requirements that need to be addressed. He reminded the Board that there are 9 TRPA environmental thresholds that need to be achieved and maintained. Feedback suggests that TRPA needs to establish priority threshold goals. The process repeats itself next year in terms of writing Regional Plan code changes. Steve reminded the Board that Julie Regan offered to make a detailed presentation to the NLTRA Board on this topic.
- 8.3 Discussion followed in regards to the Regional Plan Initiative and Update.
- 8.3.1 Phil GilanFarr said it appears that Alternative 2 closely matches the goals and policies of our Master Plan. Steve agreed and said TRPA considers Alternative 2

as the preferred alternative; however, there needs to be a range of alternatives presented to have a credible environmental review process. Alex Mourelatos said it needs to be clear whether this is a Chamber or NLTRA effort.

- 8.3.2 Phil expressed concern that community plan recommendations have not been implemented. Ron McIntyre agreed and said in order to revitalize the economy, TRPA needs to incentivize not regulate private business. Steve said the presentation resonated with local representatives on the Governing Board since they are dealing with economic issues. He said there are costs associated with regulations such as TMDL water quality standards. Steve emphasized the importance of public and private partnerships.
- 8.3.3 Roger Beck asked about the level of funding for TRPA. Steve said there is less funding for operations, but in some cases more grant funding available. Roger asked if there have been improvements to the organization with recent staff changes. Steve explained that the management team is stronger, but new thinking and understanding needs to trickle down to program managers and project review staff. Roger said if issues persist, we should contact our elected officials in the State of California. Jennifer reported that there is an Oversight Committee that was established last year (Senate Resolution 13). Phil noted that there is already a baseline for maximum coverage, so the region cannot over develop.
- 8.3.4 Jennifer said we need to establish who the NLTRA Board and CEO is representing at these meetings. She said the County is in agreement with the NLTRA on most issues; however, it needs to be determined when it is appropriate for the NLTRA or Chamber to engage on the County's behalf. She said Placer County was not involved in the Regional Plan Initiative presentation. The County and NLTRA need to be effective working separately, but work together on issues of common interest. Jennifer expressed concern that there was not a strong North Lake Tahoe voice at the meeting with the exception of Steve. She said our constituency should have been invited to participate at the meetings. Steve confirmed that the information presented was regional in nature and based on placed based recommendations. It was intended to be a presentation by business leaders and representatives, which is why the North Lake Tahoe Chamber was our lead on this project. Phil said the TRPA needs to be clear on the Chamber's objectives. He asked Steve to take the lead on bringing North Lake Tahoe representation to the meetings. Jennifer feels that since we are spending research and planning dollars (TOT) on the process, then the NLTRA should coordinate with the County. Ron McIntyre said that is the intention of this new agenda item. Ron Parson said the Board should endorse efforts by the CEO, but in order to represent our members at these meetings properly, staff should come back to the Board with talking points to be approved. The Board can identify representatives that could accompany Steve at the meetings.
- 8.3.5 Jennifer said as we identify resources associated with these efforts, the Board needs to decide how much staff time should be spent on these issues in relation to other priorities of the organization. She recognized that these issues take significant time. If TOT is used for staff time for these efforts, then the perspective needs to be coordinated with the County. Alex Mourelatos said this

item is included on the agenda to inform the Board and the County on positions of the NLTRA/Chamber. Steve said he would send out an *On the Radar* memo to the Board on key issues related to the Transportation and Noise portion of the RPU that are currently being discussed. He committed to would work closely with Jennifer on the process.

## **9.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE THE FEBRUARY 28, 2010 FINANCIAL STATEMENTS**

9.1 Steve Teshara reported that the Finance Committee selected Gilbert and Associates to provide independent audit and tax return preparation services for the NLTRA for fiscal years 2009/10, FY-2010/11, and FY-2011/12.

**9.2 M/S/C (Parson/Highfield) (9/0) to approve the February 28, 2010 Financial Statements.**

## **10.0 CHAMBER OF COMMERCE REPORT**

10.1 Kym Fabel reported that last month the Chamber hosted a social media class that sold out. Another class is scheduled for April 21<sup>st</sup>. Deb Dudley suggested classes such as social media have levels since attendees have a range of existing knowledge and skill levels. Kym said she would survey members to determine which level is needed for the second class. Kym reported that last month's Placer County Assessor's workshop was also well attended.

10.2 Kym said she attended the TRPA Regional Plan Initiative meeting. She said Steve did a great job representing the North Shore at the meeting. She said it showed North Shore is an important player in this process.

10.3 Kym reported the April 1<sup>st</sup> mixer at CB's Restaurant was extremely well attended. The Weekly, which co-hosted the event, provided good information. Phil reported that he has received positive comments from the mixer.

10.4 The next ChamberEDucation event is scheduled for April 14<sup>th</sup>. The seminar will focus on workers compensation for Nevada and California. The next mixer is scheduled for May with the Wedding and Honeymoon Association. Upcoming events in June include the Business Expo on June 2<sup>nd</sup> and the Summer Recreation Luncheon on June 9<sup>th</sup>.

## **11.0 MARKETING REPORT**

11.1 Andy Chapman reported on additional updates to the GoTahoeNorth Web site. He said the content update is underway along with incorporating video. The Cool Deals navigation tab has been moved to the far left or first tab in the navigation field. In addition, a ski and ride tab has been included with specific information related to resorts, ski tickets, transportation and roads. The N icon now functions as a "back" portal to the homepage. Based on Board direction from the last meeting, the Homepage now opens up to the event window and includes links to weather and road conditions. Lodging images have been enlarged and will eventually include a photo gallery of each property. The agency is working on a plan to separate the site between winter and summer. Staff and the agency are in the midst of the winter photo shoot.

- 11.2 Andy announced that Squaw Valley/Resort at Squaw Creek have secured the bid for the 2012 Mountain Travel Symposium (MTS); one of the largest, most significant annual tourism conferences. Staff will work with the Resort and MTS representatives on final contract language next week. Andy noted that the last time Squaw hosted the event; it was the largest attended MTS event to date. Deb Dudley added that the event is scheduled in April, a time of the year when we need the business.
- 11.3 Andy reported the North Lake Tahoe Marketing Cooperative Committee met yesterday and reviewed the spring/summer media plan. He noted that summer is difficult to plan due to the fiscal year so assumptions have been made for July –September 2010. The committee received a recap on the San Diego winter campaign and discussed the possibility of a regional event promotional strategy. The committee had preliminary budget discussions. Andy reported that there was discussion on the RFP process for marketing and advertising services. The three year contract with Smith and Jones/EXL Media expires December 31, 2010 which is a difficult time to make a transfer in agencies. The committee voted to extend the contact to June 2010 to coincide with the fiscal year. In addition, the extension will allow time to properly execute the winter campaign and establish a summer strategy prior to any new agency relationship. The RFP process is scheduled to take place in January in order to have a new agency or the renewal of the existing agency in place by July. The extension will come to the Board for review and approval. In regards to Jennifer Merchant's question about the rate structure, Andy confirmed that the current agency will operate under the same rate structure.

## **12.0 ACTIVITY REPORT**

- 12.1 Ron Treabess reported that in regards to the Kings Beach Commercial Core Improvement Project, the Placer County Board of Supervisors approved entering into a professional services agreement with a firm out of Folsom to prepare the design and permitting process for the project. Construction is scheduled to begin in spring 2011 and anticipated to be completed in three years. The project team includes two local firms. The contract for the Tahoe City Transit Center is being delayed due to a challenge by one of the secondary bidders. A hearing is scheduled for April 13<sup>th</sup>. The contract will come back to the Board of Supervisors for approval at its April 27<sup>th</sup> meeting.

## **13.0 PRESIDENT & CEO'S REPORT**

- 13.1 Steve Teshara reported on Tahoe Transportation District (TTD) funding to advance the Highway 89/89 Realignment project. He said the TTD is going through the process to amend the Federal Transportation Improvement Program (FTIP) to program \$1.5 million in Federal Lands Highways monies for the project. The funding is in the TTD work plan for the current fiscal year.
- 13.2 Steve reported that the Lake Tahoe Transportation and Water Quality Coalition is assisting Placer County with efforts to secure federal funding for the Snow Creek watershed restoration project. The request is that money would come from the Bureau of Reclamation through the Energy and Water Appropriations Committee.

## **14.0 DIRECTORS' COMMENTS**

- 14.1 Jennifer Merchant announced that the Placer County Board of Supervisors is scheduled to have its quarterly Tahoe meeting at the Village at Squaw Valley on May 17<sup>th</sup> and 18<sup>th</sup>.



She intends to bring forward the NLTRA contract amendment for approval. Staff will include the item on the May 5<sup>th</sup> agenda for approval. Jennifer said the amendment includes the \$150,000 in marketing funds and the FY-2008/09 carryover money in the amount of \$690,000. Sally Lyon requested a carryover report. Jennifer Merchant said she would follow-up.

- 14.2 Phil GilanFarr reported that the June Concourse d' Elegance boat show is one of our premier events. He said a similar one is held in Florida and last year attracted 30,000 people. He noted that attendance at our show continues to drop. He said as an organization, we should be supporting this event to benefit our local lodging. Deb Dudley agreed and said there are other off peak events that need and would welcome our support.
- 14.3 Roger Beck asked about the status of the umbrella campaign for our outdoor music events. Andy said planning for the campaign is underway. A cooperative effort is being discussed for the summer. Alex Mourelatos said the agency is working to develop a "catchy" name for the campaign. He noted that the business associations are very supportive of a campaign.
- 14.4 Deb Dudley reported that the recent Marketing Workshops were successful and had a positive tone.
- 14.5 Alex Mourelatos expressed concern that TOT collections for the North Shore are down. There was a letter sent out from lodging properties to develop a coop marketing effort. Alex said he would reach out to the lodging properties to inform them about how they can take advantage of NLTRA's marketing efforts.

#### **15.0 MEETING REVIEW AND STAFF DIRECTION**

- 15.1 Staff will present results from the marketing ad awareness study next month and bring forward the final draft Chamber of Commerce Business Plan with changes highlighted in *italics*.

#### **16.0 ADJOURN TO CLOSED SESSION**

- 16.1 The meeting adjourned to Closed Session at 11:45 a.m.

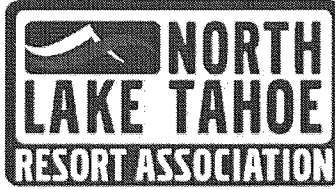
#### **17.0 RECONVENE TO OPEN SESSION**

- 17.1 The Board voted to take the necessary steps to accomplish a mutually agreed upon change in leadership for the organization and to seek the counsel necessary to enable the change to occur.

#### **18.0 ADJOURNMENT**

- 18.1 The meeting adjourned at 3:30 p.m.

Submitted by,  
Sarah Holster  
Executive Assistant



**BOARD MEETING MINUTES**  
**Wednesday, May 5, 2010 – 8:30 a.m.**  
**Tahoe City Public Utility District**

**PRELIMINARY MINUTES**

**ATTENDANCE:** Phil GilanFarr, Tom Murphy, Ron McIntyre, Alex Mourelatos, Deanna Gescheider, Ron Parson, Deb Dudley, Julie Regan, Jennifer Merchant and Roger Beck (8:40 a.m.)

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

**OTHERS IN ATTENDANCE:** Steve Kastan, Justin Broglio, and Jan Colyer

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

1.1 The meeting was called to order at 8:30 a.m. by Board Chair Alex Mourelatos and a quorum was established. Alex read the meeting ground rules.

**2.0 PUBLIC FORUM**

2.1 There were no public comments.

**3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 **M/S/C (Parson/Mcintyre) (8/0) to approve the agenda as presented.**

**4.0 CONSENT CALENDAR**

4.1 Alex Mourelatos requested that action items be separated out in the minutes at the bottom of each section.

4.2 **M/S/C (Parson/Murphy) (7/0/1 Abstention – Gescheider) to approve the consent calendar with the exception of the April 7, 2010 Board minutes for further discussion and completion for approval next month.**

**5.0 DISCUSSION AND POSSIBLE ACTION TO ENDORSE THE PLACER COUNTY BOARD OF SUPERVISORS ALCOHOL BAN**

5.1 Staff presented a draft resolution for consideration by the NLTRA Board of Directors in support of the Placer County Board of Supervisors alcohol ban on the Truckee River during dates stated in the resolution. Every two years, Placer County asks the Board to endorse the alcohol ban. Jennifer Merchant clarified that the resolution is the vehicle for setting dates for the ban. Ron Treabess said the resolution is not intended to create a ban on the river for the entire summer. Ron McIntyre asked about data collected to-date. Jennifer reported that the resolution is supported by the Rafting Companies. Numbers

show that in comparison to years prior to the ban, rafting rentals increased and arrests and trash accumulation decreased during the ban.

- 5.2 M/S/C (Beck/Murphy) (6/1 No – Parson/1 Abstention – Merchant) to direct staff to send a letter of support to endorse the Placer County Board of Supervisors alcohol ban on the Truckee River on July 2, 3, 4, and 5, 2010 and July 2, 3, and 4, 2011.**

***Action: Staff will prepare a letter to the Placer County Board of Supervisors in support of the alcohol ban on the Truckee River during dates stated in the Resolution.***

**6.0 DISCUSSION AND POSSIBLE ACTION ON CONTRACT AMENDMENT – SCOPE OF WORK AND BUDGET REVISIONS**

- 6.1 Staff presented the proposed contract amendment and scope of work to receive \$680,890 in fund balance carryover from FY-2008/09. This requires a contract amendment, a second supplemental scope of work, a revised budget, a recommendation for approval by the NLTRA Board and the approval by the Placer County Board of Supervisors. The amount for Marketing is \$193,134, \$109,304 for Transportation and the balance of \$378,452 is for Infrastructure. Jennifer will submit the list of transportation projects (A4) to the Board of Directors for informational purposes.

- 6.2 M/S/C (Parson/GilanFarr) (8/0/1 Abstention – Merchant) to recommend to the Placer County Board of Supervisors the approval of the contract amendment – Scope of Work and Budget revision as presented.**

***Action: Jennifer Merchant will submit the list of transportation projects (A4) to the Board of Directors for informational purposes.***

**7.0 PRESENTATION, DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF DRAFT INFRASTRUCTURE/TRANSPORTATION PROJECT BUDGET FY-2010/11**

- 7.1 Ron Treabess reported that staff has prepared an Infrastructure/Transportation Project Budget for FY-2010/11 based on the updated Integrated Work Plan and Long Range Funding Plan. Infrastructure projects in the budget are consistent with the Master Plan and Transportation projects continue to move toward the goals of the Master Plan and TART's Five Year Plan. The total amount requested for Transportation is approximately \$1.3 million up \$102,000 from previous year. The Transportation request includes the \$504,800 for TART baseline services. The total amount being requested for Infrastructure is \$1.8 million which includes the \$587,000 from prior year projects that were not allocated. This project budget will be used in the development of the NLTRA budget for FY-2010/11.

- 7.2 Discussion followed in regards to the draft Infrastructure/Transportation project budget for FY-2010/11.

7.2.1 Roger Beck recommended staff request a written confirmation from Northstar that the Performing Arts Center project is moving forward, otherwise we should advocate for other locations.

7.2.2 Alex Mourelatos expressed concern related to the subsidy for TART baseline services and said the Board needs to discuss alternative funding sources. He

doesn't feel that the State Transit Assistance (STA) funding will be restored in the near future. Jennifer Merchant said Transportation is consistent with the Master Plan. She confirmed that there are no other funding sources available for Transportation at this time; otherwise, the County would not be requesting TOT.

- 7.2.3 Ron Parson expressed concern with the "shotgun" approach to the current Infrastructure project approval process and questioned the validity of some proposed projects. He suggested a further review and evaluation of projects and whether they are consistent with the Master Plan. Jennifer suggested the NLTRA take a more active role in project completion. Ron McIntyre reported that the NLTRA has been successful in leveraging funds to complete projects. He cautioned that a more active role could increase our funding for specific projects. Alex directed staff to take Board concerns including the location for the Performing Arts Center, transportation funding, and the method used to approve Infrastructure projects to the Joint Infrastructure/Transportation Committee for review, discussion and recommendation on how to address concerns.

- 7.3 M/S/C (GilanFarr/McIntyre) (8/0/1 Abstention-Merchant) to approve the draft Infrastructure/Transportation Project Budget for FY-2010/11 for inclusion into the overall NLTRA Budget development process for FY-2010/11.**

***Action: Staff to request a written confirmation from Northstar that the Performing Arts Center project is moving forward.***

***Action: Alex directed staff to take Board concerns including the location for the Performing Arts Center, transportation funding, and the method used to approve Infrastructure projects to the Joint Infrastructure/Transportation Committee for review, discussion and recommendation.***

## **8.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE THE MARCH 31, 2010 FINANCIAL STATEMENTS**

- 8.1 Ron Parson reported that company-wide, we are forecasting a shortfall of \$56,000 compared to the original budget. He also reported that the Finance Committee and staff will develop a policy that any leftover Transportation funds go back to Infrastructure, rather than equity. Alex Mourelatos said this policy will come before the Board for approval. Sally Lyon said she would review the proposed policy with the auditors to determine the most appropriate way to address leftover funding. Jennifer Merchant requested staff provide the contractual requirements, related to Transportation funding, to the Board for review as part of the policy discussion. Sally reported that the committee recommended approval of the March 31, 2010 financial statements.

- 8.2 M/S/C (McIntyre/Parson) (9/0) to approve the March 31, 2010 Financial Statements.**

***Action: Finance Committee and staff will develop a policy for Board approval as to the resolution of unused budgeted Transportation funds at the conclusion of each fiscal year.***

**9.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE PROPOSED FY-2010/11 TOT BUDGET FOR SUBMITTAL TO PLACER COUNTY**

- 9.1 Ron Treabess reported that staff has prepared a draft Placer County Tahoe TOT Budget for FY-2010/11 based on collections of \$8.1 million. The County will report on the CPI increase for County Services once the amount is determined. Sally Lyon reported that the amount for NLTRA is 60% of targeted collections which is \$4.8 million. The Marketing allocation is slightly over \$2 million (42%), Transportation at \$534,600 (11%) and Infrastructure at \$2.2 million (47%). Transportation has factored in flexible funding from Infrastructure in the amount of \$1.1 million.
- 9.2 Tom Murphy noted that last year there was flexible funding from Infrastructure for Marketing. He suggested we plan for flexible funding again for next year's budget in case we do not receive carryover. Andy Chapman said he does not anticipate a need for the flexible funding with an \$8.1 million budget. Jennifer Merchant noted that Marketing is higher than last year based on a 60/40 funding split, which does not currently exist. She clarified that preliminary discussions with the Placer County CEO suggest that the NLTRA budget will be flat at \$3.6 million for FY-2010/11. Ron McIntyre reminded the Board that flexible funds from Infrastructure are available, if needed. Andy added that there is an existing contingency fund in Marketing in the amount of \$240,000. Deb Dudley expressed concern that if the budget is flat, then we may need the flexible funding for Marketing.
- 9.3 **M/S/C (Parson/McIntyre) (8/0/1 Abstention-Merchant) to accept the proposed FY-2010/11 TOT budget for submittal to Placer County.**

**10.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND FOR BOARD APPROVAL EXTENDING CURRENT AGENCY CONTRACT THROUGH JUNE 30, 2011 TO COINCIDE WITH ORGANIZATION'S FISCAL YEARS**

- 10.1 Andy Chapman reported that the three year marketing and advertising contract with Smith and Jones/EXL Media is set to expire on December 31, 2010. At that time, a new RFP process must be completed. The timing of the termination date creates conflicts for the ongoing operation of the cooperative. The end of the contract falls during the winter season effort, the fiscal year, and creates issues for summer planning and execution. Staff requests the committee approve an extension of the current contract from December 31, 2010 to June 30, 2011 to coincide with the end of our fiscal year. This would allow time to properly execute the winter campaign and establish a summer strategy prior to any new agency relationship.
- 10.2 Roger Beck requested information related to Smith and Jones pay structure. Andy said he would present that information to the Board at a future meeting. Alex Mourelatos expressed concern with the commission structure for media buy and whether rates are consistent with market standards. Deb Dudley clarified that billings show a consistent rate at 15%, which is consistent with industry standards. Tom Murphy suggested that prior to the next contract expiration, the RFP process start in a timely manner for winter advertising. Andy confirmed that the next RFP process would be completed in January 2011 for a three year contract beginning July 2011.

- 10.3 M/S/C (Parson/Dudley) (8/0/1-No Merchant) to approve the contract extension with the current agency through June 30, 2011 to coincide with organization's fiscal year.**

***Action: Staff will present the pay structure for Smith and Jones to the Board at a future meeting.***

**11.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE UPDATED CHAMBER OF COMMERCE BUSINESS PLAN FOR FY-2010/11**

- 11.1 Kym Fabel reported on the process for updating the North Lake Tahoe Chamber of Commerce Business Plan for FY-2010/11. The Chamber of Commerce Advisory Committee and the Board have reviewed the plan and provided feedback. Kym reported that all changes have been incorporated into the plan and are highlighted in italics. Kym noted changes to the Ambassador Program on page 9. She said the intent is to grow and expand the duties of the Chamber Ambassador Program. In addition, page 12 includes a coordinated membership structure between the Chamber and business associations. Alex Mourelatos expressed concern related to Objective 3 in the plan. He said the role of the Chamber in advocacy efforts may change.

- 11.2 M/S/C (GilanFarr/Parson) (8/0/1 Abstention-Mourelatos) to approve the updated Chamber of Commerce Business Plan for FY-2010/11 as presented.**

**12.0 CHAMBER OF COMMERCE REPORT**

- 12.1 Kym Fabel reported on past and upcoming Chamber events. On May 3<sup>rd</sup>, the Chamber co-sponsored the IVGID candidate forum with the Bonanza newspaper. The forum was well attended. On May 6<sup>th</sup>, a mixer will be held at Granlibakken with the Wedding and Honeymoon Association featuring vendors in the wedding industry. The 24<sup>th</sup> Annual Business Expo is scheduled to be held at the North Tahoe Events Center on June 2<sup>nd</sup>. Kym reported that the Chamber is hosting a mixer at the Tahoe Yacht Club on June 4<sup>th</sup>. The Summer Recreation Luncheon is planned to be held on June 9<sup>th</sup> at Sunnyside Resort. A chamberEDucation seminar focusing on Customer Service is planned in June for frontline employees. The date and location for the seminar is yet to be determined. Alex Mourelatos encouraged the Board to attend mixers. Roger Beck suggested the NLTRA have a table at the Business Expo for public outreach purposes. Kym said she would recruit Board member volunteers for the Business Expo.

- 12.2 Kym reported that the Chamber received a thank you letter from Incline Parks and Recreation for our donation and work at the 2010 Spring Extravaganza event in Incline. She said the Chamber also received a plaque from the Sierra State Parks Foundation for our efforts to protect State Parks.

***Action: Kym will recruit Board member volunteers for the Business Expo on June 2<sup>nd</sup>.***

**13.0 MARKETING REPORT**

- 13.1 Andy Chapman presented updates to the GoTahoeNorth (GTN) Web site. He said the content update is underway along with incorporating video into the site. The Cool Deals navigation tab has been moved to the far left (first tab) in the navigation field. In addition, a ski and ride tab has been included with specific information related to resorts, ski

tickets, transportation and roads. The N icon now functions as a “back” portal to the homepage. Based on Board direction from the last meeting, the Homepage now opens up to the event window and includes links to weather and road conditions. It also includes social networking icons and the “i” for visitor information. Lodging images have been enlarged and will eventually include a photo gallery of each property and video, if available. Cool Deals is now accessible from the property page. The site will include event video where appropriate. The agency is working on a plan to separate the site between winter and summer.

- 13.2 Discussion followed in regards to the GTN Web site updates. Roger Beck asked about live chat. Andy reported that live chat goes directly to the Incline Visitors Bureau for information during regular business hours seven days a week. Phil GilanFarr suggested that we encourage reciprocal links from properties. Andy will take that suggestion to the Marketing Committee for further discussion. Phil suggested the event page include a linkage to Cool Deals. Ron Parson requested an automatic click through report back to the properties. Andy confirmed he would submit an outgoing click through report to the properties at the end of each month that includes Cool Deals. Alex Mourelatos suggested that as part of the monthly reports to the properties, staff include a reminder to update profiles and encourage them to link back to the GTN Web site.
- 13.3 Andy reported that Lake Tahoe is planning to submit a bid to host the start of the Amgen Tour next year. Staff has been attending meetings with event producers who intend to start the race in Lake Tahoe in May 2011. The start attracts approximately 30,000 people. The next meeting is scheduled for Friday. Andy reported that the free music meeting with the business associations is scheduled to be held this Friday to discuss an umbrella campaign to promote free music in North Lake Tahoe.

***Action: Staff will agendize Marketing Committee discussion related to reciprocal links between GTN and lodging properties and other members.***

#### **14.0 ACTIVITY REPORT**

- 14.1 Ron Treabess reported that the NLTRA received an honorable mention award in response to our application for the North Lake Tahoe-Truckee Resort Triangle to be designated a “Bicycle Friendly Community”. He said the application was submitted to the League of American Bicyclists located in Washington D.C. They will provide suggestions on improvement to the area to encourage more biking/cycling.
- 14.2 The next series of cluster meetings related to the Lake Tahoe Basin Prosperity Plan are scheduled to be held at North Tahoe Events Center on Wednesday, May 19<sup>th</sup> and Thursday, May 20<sup>th</sup>.

#### **15.0 DISCUSSION AND POSSIBLE ACTION ON TRANSITIONAL PERIOD ROLES, RESPONSIBILITIES, AND PRIORITIES**

- 15.1 Alex Mourelatos led Board discussion related to the NLTRA’s roles and responsibilities throughout North Lake Tahoe during this transitional period of the organization. The Executive Committee and staff have met to begin mapping out a transitional strategy to hire a new Chief Executive Officer for the organization. The purpose of today’s discussion is to review the mission and vision for the organization, reassess the priorities of the Master Plan, review roles and responsibilities of the organization, and agree to

steps to begin a formal search for a new CEO. The Board reviewed the vision and mission statements of the 1995 and 2004 Master Plans.

- 15.2 Roger Beck said the 1995 Master Plan focuses on three areas; the promotion of tourism, Infrastructure and Transportation. He noted it does not focus on community advocacy. The 2004 Master Plan begins to focus more on community advocacy roles. He suggested we hire a CEO to focus on the three main areas. Deb Dudley said there is a disconnect from the Board on priorities between infrastructure, transportation and tourism promotion. She said that needs to be addressed before we can hire a CEO. Tom Murphy does not think they are exclusive. He said our job is to drive heads in beds. Ron McIntyre said we need to be involved in advising Placer County on the best way to invest redevelopment in our area. Phil GilanFarr agreed and said the only way to get visitors to return to North Lake Tahoe is through improvements in infrastructure and transportation. He said we to coordinate our projects with the Redevelopment Agency. Jennifer Merchant noted that Placer County CEO Tom Miller has requested an integrated list of capital improvement needs.
- 15.3 To Deb's earlier concern related to prioritization, Ron McIntyre said that all three areas of focus are equal. Jennifer agreed and said improving our product (infrastructure/transportation) is a marketing plan. Roger Beck suggested we promote recreation and tourism related infrastructure, not development. Alex agreed and said the NLTRA needs to guide Redevelopment on tourist related infrastructure projects. He said the organizational structure is set up to make recommendations to the Redevelopment Agency on how to expend funds to support tourism related infrastructure.
- 15.4 Roger reiterated his earlier comment that we need to hire a CEO that will focus on the three main areas of tourism promotion, infrastructure and transportation. Deb said we need to address how much time is spent on each area including advocacy to determine the skill set needed for a CEO. Julie Regan agreed and said as it relates to community affairs; the Regional Plan is part of process and needs North Shore representation. Alex said there has been a misalignment in the past as it relates to time spent on legislative advocacy/community affairs versus the areas of focus of the organization. Board consensus is that the CEO should focus majority of time on the three main areas of the organization. Phil feels that 10% of time should be spent on tourism related community advocacy. Julie suggested we update the vision of the organization with the driving principle being tourism and address the community affairs piece. Another Board meeting will be scheduled in the next two weeks to continue discussions related to organizational priorities, roles and responsibilities, and strategy. Julie recommended we utilize a meeting facilitator at the next meeting.

## **16.0 DIRECTORS' COMMENTS**

- 16.1 Deanna Gescheider asked the Board to establish protocol as it relates to calling in to meetings. She expressed concern that she did not participate in the Closed Session item at last meeting. Alex said that it is important to attend meetings in person; however, the Board will allow a conference call option, if necessary.
- 16.2 Tom Murphy thanked Alex Mourelatos for his work during this transitional period and Ron Treabess for stepping in as interim CEO.



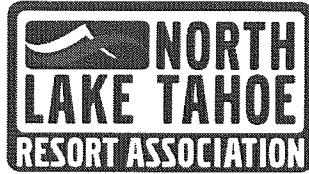
**17.0 MEETING REVIEW AND STAFF DIRECTION**

- 17.1 The Board Chair will report on action items from the Closed Session of the April 7<sup>th</sup> Board meeting. Staff will include the completed minutes as part of the Consent Calendar on the June 1<sup>st</sup> Board meeting agenda for approval.
- 17.2 Staff will prepare a letter to the Placer County Board of Supervisors in support of the alcohol ban on the Truckee River during dates stated in the Resolution.
- 17.3 Jennifer Merchant will submit the list of transportation projects (A4) to the Board of Directors for informational purposes.
- 17.4 Staff will request a written confirmation from Northstar that the Performing Arts Center project is moving forward.
- 17.5 The Board directed staff to take Board concerns including the location for the Performing Arts Center, transportation funding, and the method used to approve Infrastructure projects to the Joint Infrastructure/Transportation Committee for review, discussion and recommendation.
- 17.6 Finance Committee and staff will develop a policy for Board approval as to the resolution of unused budgeted Transportation funds at the conclusion of each fiscal year.
- 17.7 Staff will present the Smith and Jones pay structure to the Board at a future meeting.
- 17.8 Kym will recruit Board member volunteers for the Business Expo on June 2<sup>nd</sup>.
- 17.9 Staff will agendize Marketing Committee discussion related to reciprocal links between GTN Web site and lodging properties and other members.

**18.0 ADJOURNMENT**

- 18.1 The meeting adjourned at 12:00 p.m.

Submitted by,  
Sarah Holster  
Executive Assistant



**FINANCE COMMITTEE MINUTES**  
**Monday, May 3, 2010 – 11:00 a.m.**

**NLTRA Conference Room**

**PRELIMINARY MINUTES**

**COMMITTEE MEMBERS IN ATTENDANCE:** Ron Parson, Jennifer Merchant, Monty Waugh, Ron McIntyre, Kimberly Frushon and Alex Mourelatos (11:07 a.m.)

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

**1.0 CALL TO ORDER – ESTABLISH QUORUM**

1.1 The meeting was called to order at 11:00 a.m. by Chair Ron Parson 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 (Frushon/McIntyre) (5/0) to approve the agenda as presented.**

**4.0 APPROVAL OF MINUTES**

4.1 **M/S/C (McIntyre/Frushon) (5/0) to approve the Finance Committee minutes of April 5, 2010.**

**5.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE THE MARCH 31, 2010 FINANCIAL STATEMENTS**

5.1 Sally Lyon reviewed the Financial Analysis for the nine months ending March 31, 2010. The Statement of Financial Position showed that at the end of March, operating cash is \$489,000. Marketing Cooperative cash is \$259,000 and Infrastructure cash is \$471,000. The receivable from the County for Marketing, Transportation, and G & A is \$1.3 million. Infrastructure funds that Placer County is holding are booked as a separate receivable in the amount of \$5.4 million. Unearned revenue and deferred support related to Infrastructure is \$5.9 million. Accounts Receivable is down \$16,000 from the previous month due to good collections on chamber membership billings. Accounts Payable is down \$140,000 from a month ago. Advanced ticket sales are down \$28,000 from a

month ago with the season winding down. Change in net assets is \$35,000 for the month of March and \$28,000 year-to-date.

- 5.2 The Statement of Cash Flows shows that cash and cash equivalents, including Infrastructure Investments, is down \$56,000 from the same month a year ago with spending down of infrastructure funds as requested by the County. There is a total increase in cash of \$190,000 for the nine months ending March 31, 2010.
- 5.3 Discussion followed in regards to the March 31, 2010 Financial Statements. Sally reported that Conference Sales is down from budget by \$35,000. Andy Chapman said the amount is addressed in the forecast. He noted that conference sales are anticipated to increase next year.
- 5.4 **M/S/C (McIntyre/Waugh) (6/0) to recommend to the NLTRA Board of Directors the approval of the March 31, 2010 Financial Statements.**

**6.1 RECEIVE AND REVIEW, WITH DIRECTION TO STAFF, THE 9 MONTH ACTUAL/3 MONTH FORECAST FOR FY-2009/10**

- 6.1 Sally Lyon reviewed the Nine Month Actual, Three Months Forecast for the year ending June 30, 2010.
  - 6.1.1 Consolidated – The forecast shows an increase in revenue of \$968,000 due to additional carryover funding of \$193,000 in Marketing and \$67,000 in Transportation and project revenue of \$742,000 in Infrastructure offset by decreased Conference revenue of \$37,000. The budget shows an increase in expense by \$1,022,000. The expense is made up of additional spending in Marketing by \$182,000, an increase in Transportation programs of \$102,000, Infrastructure project expenditures of \$740,000 and an additional salary expense (severance) of \$20,000 in General and Administration. Sally reported that company-wide, we are forecasting a shortfall of \$56,000 compared to the original budget.
  - 6.1.2 Marketing – Additional expenditures in Marketing are \$138,000 for the North Lake Tahoe Marketing Cooperative, \$20,000 for the Placer County regional cross marketing, and \$35,000 for the production and distribution of the in-market map. Sally reported that savings in other areas are being used to offset the shortfall in Conference.
  - 6.1.3 Conference – Group business is down from budget due to reduced business in the amount of \$18,000 and a commission loss of \$19,000.
  - 6.1.4 Transportation – Funding in the amount of \$104,000 has been added over the original budget for TART baseline services, less the \$37,000 of profit from prior year. Transportation revenue assumes \$30,000 from Placer County to replace funds reduced from the original NLTRA budget for West Shore summer transit services. The expense of \$102,000 includes the adjusted amount to TART of \$79,000, the \$30,000 of SNPLMA funds offset by the estimated savings of \$7,000 in traffic management expense.

- 6.1.5 Chamber of Commerce – Revenue is up from budget by \$9,000 due to a successful Annual Awards Dinner in February.
- 6.1.6 General and Administration – There is an increase in salaries (severance pay) and related expenses by approximately \$20,000.
- 6.1.7 Infrastructure – The variance of \$740,000 is a combination of projects paid through March and the project expenditure to Northstar in April.
- 6.2 Discussion followed in regards to the Nine Month Actual, Three Months Forecast. Jennifer Merchant asked about savings in new event development. Andy explained that not all funds in the new event development line item were expended. Funding was not allocated for specific events. Jennifer asked about the \$36,247 in Visitor Support and Transportation. Sally reported that amount is based on the reduction in funding from Placer County by our prior year's (2008/09) profit. She reviewed the transportation funding shortfall summary sheet included in the packet. She said the difference in funding of \$30,000 is based on the funding reduction from Placer County because of anticipated reimbursements from the Southern Nevada Public Lands Management Act (SNPLMA) are going directly to TART for those services instead of the NLTRA.

## **7.0 REVIEW/DISCUSSION – PROPOSED PLACER COUNTY TAHOE TOT BUDGET FOR FY-2010/11**

- 7.1 Sally Lyon reported that staff has prepared a draft Placer County Tahoe TOT Budget for FY-2010/11 based on collections of \$8.1 million. Jennifer Merchant will report on the CPI increase for County Services once the amount is determined. Sally reported that the amount for NLTRA is 60% of targeted collections which is \$4.8 million. The Marketing allocation is slightly over \$2 million (42%), Transportation at \$534,600 (11%) and Infrastructure at \$2.2 million (47%). Transportation has factored in flexible funding from Infrastructure in the amount of \$1.1 million. Jennifer clarified that preliminary discussions with the Placer County CEO suggest that the NLTRA budget will be flat at \$3.6 million for FY-2010/11. She said the 60/40 split does not exist. Ron Parson confirmed that the budget is a proposal to begin budget discussions with the County.
- 7.2 **M/S/C (McIntyre/Waugh) (5/0/1 Abstention-Merchant) to recommend to the NLTRA Board of Directors the approval of the draft FY-2010/11 TOT budget as a starting point in negotiations with Placer County.**

## **8.0 STATUS REPORT – CONTRACT AMENDMENT – SCOPE OF WORK AND BUDGET REVISIONS**

- 8.1 Staff presented the proposed contract amendment and scope of work to receive \$680,890 in fund balance carryover from FY-2008/09. This requires a contract amendment, a second supplemental scope of work, a revised budget, a recommendation for approval by the NLTRA Board and the approval by the Placer County Board of Supervisors. The allocation is based on the formula share for Marketing (42%), Transportation (11%), and Infrastructure (47%). The Finance Committee agreed that any leftover Transportation funds go back to

Infrastructure, rather than equity. The Committee recommended staff present the scope of work and contract amendment to the Board as presented.

**8.2 M/S/C (Mourelatos/Frushon) (6/0) to present to the Board of Directors the proposed policy on fund balances from Transportation to Infrastructure.**

**9.0 REPORT ON FOLLOW-UP ITEMS FROM PREVIOUS MEETING**

9.1 There were no further comments.

**10.0 COMMITTEE MEMBER COMMENTS**

10.1 Ron Parson asked about the Beyond Travel past due. Andy Chapman reported that amount has been written-off and the company is no longer participating in the program. Ron suggested that the Olympic Heritage past due and new expense be submitted to the Squaw Valley Museum Foundation.

10.2 Ron Treabess commended Sally Lyon on her efforts to prepare the forecast, budget and carryover report.

**11.0 ACTION ITEMS**

11.1 There were no actions taken.

**12.0 ADJOURNMENT**

12.1 The Finance Committee meeting adjourned at 12:13 p.m.

Submitted by,  
Sarah Holster  
Executive Assistant



PO Box 5459 - Tahoe City, CA 96145 Ph – (530) 581-8700 Fx – (530) 581-8762

**MARKETING COMMITTEE MEETING MINUTES**  
May 25, 2010 – 1 pm

**TAHOE CITY PUBLIC UTILITIES DISTRICT CONFERENCE ROOM**

PRELIMINARY MINUTES

**COMMITTEE MEMBERS IN ATTENDANCE:** Les Pederson, Becky Moore, Julie Maurer, Bret Williams, Christine Horvath and John Monson

**RESORT ASSOCIATION STAFF:** Judy Lavery, Andy Chapman, Jason Neary, Jeremy Jacobson, Ron Treabess and Emily Sullivan

**OTHERS IN ATTENDANCE:** Pettit Gilwee, Shelley Fallon, Collier Cook, Wendy Hummer and Cathy Davis

**I. MEETING OF THE MARKETING COMMITTEE**

**1.0 CALL TO ORDER – ESTABLISH QUORUM**

1.1 The Marketing Committee meeting was called to order at 1:09 pm by Les Pederson; no quorum established.

**2.0 PUBLIC FORUM**

2.1 Andy reported that the NLTRA Board Meeting and Retreat is scheduled for June 1, 2010 at 9 am, committee members are welcome and encouraged to attend. There will be a four hour workshop to discuss transitional period rules, responsibilities and priorities.

**3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 Due to the lack of a quorum, the agenda was accepted by acclamation

**4.0 APPROVAL OF THE MARKETING COMMITTEE MINUTES FROM THE MEETING ON APRIL 27, 2010**

4.1 No Action taken

**5.0 PRESENTATION, DISCUSSION AND DIRECTION TO STAFF ON THE 2011 AMGEN TOUR OF CALIFORNIA OFFICIAL STAGE RFP**

5.1 Andy reported that the Amgen tour of California produced by AEG is an international, world-class cycling road race that features athletes from more than 27 countries (17 eight member teams). The 2010 event was held from May 16-23rd. The NLTRA and the LTVA have been working to secure the bid to host the overall start/finish and stage two start for 2011. If the bid is secured in Lake Tahoe the race would start on May 15, 2011 in South Lake Tahoe and the cyclists would do a loop and a half around the lake. The race ending location has been discussed and it could be in Squaw Valley USA or Northstar. There

will be 3 staging opportunities for Lake Tahoe if the bid is accepted. The race offers: 42 hours of broadcast to 10.2 million total viewers in U.S., International broadcast to over 200 countries in 20 different languages, two million on-site spectators and over 1.5 million visitors to the official website, \$400 million in overall economic impact and 3.5 billion impressions world-wide. Andy said that in the 2010 race, world class athletes such as Lance Armstrong, Levi Leipheimer, George Hincapie, Mark Cavendish, Fabian Cancellara and Andy Schleck competed. The race start date has recently been moved to May so the athletes could race in the Northern California mountains. Andy reported on the demographics of the cyclers: there are nearly 65 million participants in cycling, making the sport larger than either golf, tennis, skiing or snowboarding, \$5.3 billion is spent on bikes, outpacing spending on golf, tennis, skiing and snowboarding equipment combined, 54% are male and 46% are female, 50% of Road Cycling enthusiasts reside in the ages of 25-44, the "cycling enthusiast" includes 24 million adults in which 58% are married, they are tech savvy: 93% own personal computers and average 7.4 hours per week on-line, 75% make online purchases, 27% have a post-graduate degree, 57% work in a professional or managerial capacity and the mean price of a road cycling bike is \$3,500. The CTTC is a major sponsor of the race. Andy stated the host city benefits would include revenue generation opportunities, race hospitality, publicity and marketing and inbound tourism and tourism development. The Local Organizing Committee (LOC) would consist of two co-chairs, one from the NLTRA and one from the LTVA. The Local Organizing Committee would be responsible for organizing: police services, Public Works, permit services, EMT/EMS services, notifying the local businesses and community, waste management and organizing the "Lifestyle Festival." Staff working with the NLTRA and the LTVA is putting together a statement of interest that says we are interested in submitting an RFP, we have the facilities to do it and we want to do it. The time line is as follows, next week there will be a presentation to the NLTRA Board, a letter of intent to go out on June 10<sup>th</sup>, letters of support and the RFP submittal will go out on June 15<sup>th</sup>, the 2011 race stage will be announced in July and the 1<sup>st</sup> meeting of the regional LOC will commence in July.

- 5.2 The committee conversed on the possibility of having the Amgen Tour here. Les stated that it would have a huge economic impact to our community and the PR and Marketing value would be priceless. He said he would like us to nurture the relationship to ensure that the event is held in Lake Tahoe in future years. Julie stated that May is a slow time of year and the impressions nationally and internationally would be beneficial during that time. She said cycling is an international sport and the PR value alone would be worth having it in Lake Tahoe. She also said it falls in line with what the community wants the NLTRA to do and we couldn't buy this amount of exposure. Andy said that we have discussed new event development in the past and this event is a perfect example of new event development. Les said that Santa Rosa has done a good job with the race and they are a great example that could be used as a guideline if the bid was accepted. Andy said you can check out videos on Amgentour.com for an example of the race. Julie says that Truckee, North Lake Tahoe and South Lake Tahoe would all be involved. John believes this event is exactly what the NLTRA should be doing. Alex asked if the sport is growing in the US. Andy said yes. He also asked what the key risks would be if the event were to be held in Tahoe. Andy replied that some of the risks include public safety, sponsorship generation and organizing the CHP efforts. Julie said it is definitely a commitment for the NLTRA staff. Andy replied it would be split between the NLTRA and the NLTVA.

- 5.3 **Due to the lack of a quorum the Committee unanimously agreed to direct staff to present the Amgen Tour project for NLTRA Board discussion and possible approval**

**6.0 REVIEW AND POSSIBLE ACTION TO RECOMMEND FOR BOARD APPROVAL THE FY 2010/11 TOT BUDGET**

- 6.1 Andy reported that staff has been working on the FY 2010/2011 budget over the past several months which was outlined in the NLTRA's six month plan. Andy then reviewed the FY-2010/11 TOT budget proposal and requested action to the Finance Committee. The Placer County total TOT collections are a conservative estimated 8.1 million dollars. The budget is based on an estimated 60/40 split of those funds. If the NLTRA receives 60 percent of the funds then marketing receives 2,041,200 dollars. Ron said the re-upping of the TOT funds occurs on September 30, 2012. Brett asked when the percentages typically get reviewed. Ron said that they are not normally reviewed and are not set in stone. Alex says that we use the percentages as a starting point and they could possibly change. He said that the dialogue with the county is positive and productive. Alex wants to emphasize the funding for the NLTRA comes from TOT. He also said that if the committee has any feedback on the structure from a marketing perspective please let the NLTRA Board know.

**6.2 No Action taken**

**\*ACTION ITEM- Alex would like the committee to provide the NLTRA Board feedback on the structure from a marketing perspective**

**7.0 REVIEW OF SUMMER FREE MUSIC CAMPAING CONCEPT**

- 7.1 Andy reported that there is a lot of music, free music and ticketed music in North Lake Tahoe during the summertime. There is free music almost every day of the week in Northstar, Incline, Kings Beach, Tahoe City, Squaw Valley and Truckee. Andy said that staff and agencies have developed a concept to promote the free music series in the summer. Cathy presented some print samples and an email blast that they conceptualized for the free music series to the committee. She said they are working in conjunction with the "N" campaign. The name they came up with, after considerable debate, is "High Notes" with the tag line "North Tahoe Summerlong Music Series." She suggested that an email blast be sent out monthly. John said it is good to promote the big name bands, not just the free bands, so there is music recognition with out of market consumers. Brett said we need to explore the option of marketing this as music festivals by adding the farmers market or other activities along with the music in the advertising. Andy said that a lot of the free music venues are adding food and drink booths during their shows. The committee discussed the marketing materials that were distributed. The committee had some concern about the 'single guy' in the ads; maybe there should be crowd of people. Jeremy said that our mantra should be "there is something for everyone every day of the week." Kym asked if there is a timeline for the marketing. Cathy replied that there is an interim ad that can go out for now and they can build upon that. Wendy reported on the potential media buys to promote the music series. Brett asked if we should buy a separate domain name for the music festival. Andy said that we have done both but it has not been discussed for the summer music series.

**\*ACTION ITEM- Brett said we need to explore the option of marketing this as music festivals by adding the farmers market or other activities along with the music in the advertising**



**\*ACTION ITEM- Brett asked if we should buy a separate domain name for the music festival**

**8.0 REVIEW OF PROPOSED FY 2010/11 CONFERENCE SALES MEDIA/SALES EFFORT**

8.1 Jason reported on the Conference Advertising plan. He reviewed the report he passed out to the committee members. Jason said that last year was a difficult year but this fiscal year is picking up. He has had more leads in the past four months than in the nine months prior. Brett asked if the local lodging properties are seeing the same results. Jason said during the Director of Sales Meeting some of the lodging properties Sales Directors reported that "the number of groups went down but the groups that did book were larger." Les stated that in the past couple of months corporate business seems to be coming back. He asked if the arrivals listed in the report are definite signed contracts. Jason replied that yes they are signed contracts and he also includes a 10% attrition rate on top of that. Jason said his sales efforts are focused on; State, National, Chicago, Washington DC and Northern California. He stated that the DOS meeting was helpful and they discussed what sales metrics would be helpful to them if provided. The marketing plan was based on the information from the report presented by Jason. Jason said there will be a more unified sales effort between him and the lodging properties including the small properties around the lake. Cathy reported on the marketing strategies. She said they tried to do a nice mix of overall top of mind awareness. Wendy then reviewed the North Shore Co-op 2010-11 Conference Advertising Plan located in the Marketing packet. Julie asked if there are lead ID's to see where the leads come from in relation to the marketing placed. Julie would like to have Jason include a review on what is working best as far as the marketing plan goes. Jason then reviewed the Trade show calendar for the next 12 months.

**\*ACTION ITEM- Julie would like to have Jason include a review on what is working best as far as the marketing plan goes**

**9.0 REVIEW FY 2009/10 YEAR END FORECAST**

9.1 Andy reviewed the FY 2009/10 Year End Forecast. This piece was distributed to the finance committee last month.

**10.0 DEPARTMENTAL REPORTS- The following reports were posted on [www.nltra.org](http://www.nltra.org)**

**10.1 ADVERTISING-** Cathy reported on the Marketing that is in place for May and June from the Marketing packet on print, internet, radio, direct response, gotahoenorth.com website and upcoming outdoor ads. Alex is concerned about June and asked if there is anything we can do to promote June tourism. Andy replied that our newsletter will be going out early and the radio ads in place for June will help promote tourism. Cathy said they could possibly move the eblast to early June. Brett said that he thinks it's a good idea to advertise the music series to Reno and asked if there is anything that could be done as giveaways parking or a good spot to watch the music series. Cathy said she would look into it.

**10.2 CONFERENCE SALES-** Jason Neary's reported on the Conference Department Report.

**10.3 LEISURE SALES-** Jeremy Jacobson reported on the Leisure Sales report.

- 10.4 SPECIAL EVENTS-** Judy Laverty reported on the Special Events Department. Judy said that any properties have food and wine specials or wine dinners to let her know and she will market it at the Sunset show. The first race in the Stand-up Paddle series will begin at Donner Lake this weekend. Judy would like Shelley Fallon added to the department report.
- 10.5 PUBLIC RELATIONS-** Pettit Gilwee reviewed the NLTRA Public Relations Report.
- 10.6 WEBSITE-** Shelley said the website has been updated by adding summer pictures and she has been working with Eric Brandt on video for the website. Alex asked about the process of adding enhanced pictures for lodging properties. Andy said the back-end of the site is ready to go and it will be up in the next 30-40 days. Alex said it would be a good idea to have some talking points when speaking to the lodging partners to remind them of all the benefits they can gain from the GoTahoeNorth.com site. Les says that there are still some winter shots on the webpage Andy said that will change when we launch the duo site next year.

**\*ACTION ITEM-** Cathy said they could possibly move the eblast to early June

**\*ACTION ITEM-** Brett asked if there is anything that could be done as giveaways parking or a good spot to watch the music series

**\*ACTION ITEM-** Judy would like Shelley Fallon added to the department report

**\*ACTION ITEM-** Andy said the back-end of the site is ready to go and it will be up in the next 30-40 days

#### **11.0 COMMITTEE MEMBER COMMENTS**

- 11.1 In addition to the standing reports the 3<sup>rd</sup> Quarter Report – Fiscal Year 2009/2010 have been included in the Marketing Packet.

#### **12.0 STANDING REPORTS**

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

- RENO/TAHOE INTERNATIONAL AIRPORT APRIL REPORT
- APRIL MTRIP REPORT
- APRIL SEARCH ENGINE OPTIMIZATION REPORT
- APRIL WEB/GEO TRACKING REPORT
- APRIL CLICK THRU REPORT
- MARCH FINANCIALS REPORT
- NLTRA 3<sup>rd</sup> QUARTER REPORT AND SIX MONTH PERFORMANCE MEASUREMENT DOCUMENT

#### **13.0 ADJOURNMENT**

- 13.1 The Marketing Committee meeting adjourned at 3:56 pm.

Submitted By:

Emily Sullivan, Program Assistant  
North Lake Tahoe Resort Association

**Monthly Report April 2010**  
**CONFERENCE REVENUE STATISTICS**  
**Year to Date Bookings/Monthly Production Detail/FY 09/10**  
 Prepared By: Anna Atwood, Sales/Marketing Coordinator

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<b>Total Revenue Booked for FY 09/10 as of 4/30/10</b>	<b>\$1,043,129</b>
<b>Forecasted Commission for this Revenue:</b>	<b>\$49,124</b>
<b>Number of Room Nights:</b>	<b>5327</b>
<b>Number of Delegates:</b>	<b>2459</b>
<b>Annual Revenue Goal for FY 09/10:</b>	<b>\$1,500,000</b>
<b>Annual Commission Goal for FY 09/10:</b>	<b>\$85,000</b>
<b>Number of Tentative Bookings as of 4/30/10:</b>	<b>36</b>

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**Monthly Detail/Activity for April:**

<b><u>Number of Groups Booked:</u></b>	<b>2</b>
Revenue Booked:	<b>\$22,002</b>
Projected Commission:	<b>\$1,169</b>
Room Nights:	<b>113</b>
Number of Delegates:	<b>63</b>
Booked Group Types:	<b>1 TA &amp; 1 Film crew</b>
Lost Business, # of Groups:	<b>8</b>

**Arrived in the month of April:**

Number of Groups:	<b>3</b>
Revenue Arrived:	<b>\$83,099</b>
Projected Commission:	<b>\$8,309</b>
Number of Room Nights:	<b>572</b>
Number of Delegates:	<b>239</b>
Arrived Group Type:	<b>1 Assn., 1 Govt. and 1 Film crew</b>

**Monthly Detail/Activity for March**

<b><u>Number of Groups Booked:</u></b>	<b>2</b>
Revenue Booked:	<b>\$105,325</b>
Projected Commission:	<b>\$10,532</b>
Room Nights:	<b>665</b>
Number of Delegates:	<b>205</b>
Booked Group Types:	<b>2 Corp.</b>
Lost Business, # of Groups:	<b>6</b>

**Arrived in the month of March:**

Number of Groups:	<b>2</b>
Revenue Arrived:	<b>\$17,885</b>
Projected Commission:	<b>\$645</b>
Number of Room Nights:	<b>79</b>
Number of Delegates:	<b>26</b>
Arrived Group Type:	<b>1 Corp. and 1 TA</b>

**Monthly Detail/Activity for February:**

<b><u>Number of Groups Booked:</u></b>	<b>0</b>
Revenue Booked:	<b>\$0</b>
Projected Commission:	<b>\$0</b>
Room Nights:	<b>0</b>
Number of Delegates:	<b>0</b>
Booked Group Types:	<b>0</b>
Lost Business, # of Groups:	<b>3</b>

**Arrived in the month of February:**

Number of Groups: 1  
Revenue Arrived: \$187,426  
Projected Commission: \$9,371  
Number of Room Nights: 360  
Number of Delegates: 225  
Arrived Group Type: 1 TA

**Monthly Detail/Activity for January:**

**Number of Groups Booked:** 2  
Revenue Booked: \$27,523  
Projected Commission: \$2,752  
Room Nights: 198  
Number of Delegates: 89  
Booked Group Types: 2 Assoc.  
Lost Business, # of Groups: 3

**Arrived in the month of January:**

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

**Monthly Detail/Activity for December:**

**Number of Groups Booked:** 3  
Revenue Booked: \$96,066  
Projected Commission: \$8,961  
Room Nights: 748  
Number of Delegates: 380  
Booked Group Types: 2 Assoc. and 1 TA  
Lost Business, # of Groups: 2

**Arrived in the month of December:**

Number of Groups: 1  
Revenue Arrived: \$2,550  
Projected Commission: \$255  
Number of Room Nights: 34  
Number of Delegates: 18  
Arrived Group Type: 1 Govt.

**Monthly Detail/Activity for November:**

**Number of Groups Booked:** 2  
Revenue Booked: \$60,389  
Projected Commission: \$6,038  
Room Nights: 521  
Number of Delegates: 360  
Booked Group Types: 1 Corp. and 1 Smerf  
Lost Business, # of Groups: 1

**Arrived in the month of November:**

Number of Groups: 1  
Revenue Arrived: \$81,900  
Projected Commission: \$0  
Number of Room Nights: 910  
Number of Delegates: 300  
Arrived Group Type: 1 Assoc.

**Monthly Detail/Activity for October:**

**Number of Groups Booked:** 2  
Revenue Booked: \$70,173  
Projected Commission: \$7,017  
Room Nights: 630  
Number of Delegates: 1030  
Booked Group Types: 1 Corp. and 1 Society  
Lost Business, # of Groups: 5

**Arrived in the month of October:**

Number of Groups: 3  
Revenue Arrived: \$74,371  
Projected Commission: \$3,217  
Number of Room Nights: 480  
Number of Delegates: 199  
Arrived Group Type: 1 Corp., 1 Assn. and 1 TA

**Monthly Detail/Activity for September:**

**Number of Groups Booked:** 0  
Revenue Booked: \$0  
Projected Commission: \$0  
Room Nights: 0  
Number of Delegates: 0  
Booked Group Types: 0  
Lost Business, # of Groups: 0

**Arrived in the month of September:**

Number of Groups: 3  
Revenue Arrived: \$44,283  
Projected Commission: \$661  
Number of Room Nights: 511  
Number of Delegates: 103  
Arrived Group Type: 1 Corp., 1 Assn. and 1 TA

**Monthly Detail/Activity for August:**

**Number of Groups Booked:** 3  
Revenue Booked: \$117,185  
Projected Commission: \$11,230  
Room Nights: 954  
Number of Delegates: 183  
Booked Group Types: 1 Corp., 1 Assoc. and 1 Govt.  
Lost Business, # of Groups: 6

**Arrived in the month of August:**

Number of Groups: 5  
Revenue Arrived: \$101,663  
Projected Commission: \$9,237  
Number of Room Nights: 534  
Number of Delegates: 330  
Arrived Group Type: 1 Corp., 1 Assoc., 1 Smerf and 1 Govt.

**Monthly Detail/Activity for July:**

**Number of Groups Booked:** 2  
Revenue Booked: \$213,831  
Projected Commission: \$21,373  
Room Nights: 575  
Number of Delegates: 1220  
Booked Group Types: 1 Corp. and 1 Assoc.  
Lost Business, # of Groups: 3

**Arrived in the month of July:**

Number of Groups:	7
Revenue Arrived:	<b>\$293,154</b>
Projected Commission:	\$18,331
Number of Room Nights:	1268
Number of Delegates:	724
Arrived Group Type:	5 Assoc., 1 Smerf and 1 TA

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

		(Goal)
<b>For 2010/11:</b>	<b>\$1,556,084</b>	<b>\$750,000</b>
<b>For 2011/12:</b>	<b>\$481,103</b>	<b>\$250,000</b>

**NUMBER OF LEADS Generated as of 4/30/10: 80**

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

**2008/2009: 151**  
**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**  
**1995/1996: 379**  
**1994/1995: 450**  
**1993/1994: 374**

**Monthly Report April 2010**  
**CONFERENCE REVENUE STATISTICS**  
**South Shore Properties**

**Year to Date Bookings/Monthly Production Detail/FY 09/10**  
**Prepared By: Anna Atwood, Sales & Marketing Coordinator**

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<b>Total Revenue Booked for FY 09/10 as of 4/30/10:</b>	<b>\$445,907</b>	<b>* Estimated</b>
<b>Forecasted Commission for this Revenue:</b>	<b>\$29,929</b>	
<b>Number of Room Nights:</b>	<b>4077</b>	
<b>Number of Delegates:</b>	<b>1616</b>	
<b>Annual Revenue Goal for FY 09/10:</b>	<b>\$450,000</b>	
<b>Annual Commission Goal for FY 09/10:</b>	<b>\$35,000</b>	
<b>Number of Tentative Bookings as of 4/30/10:</b>	<b>43</b>	

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**Monthly Detail/Activity for April:**

<b><u>Number of Groups Booked:</u></b>	<b>2</b>
Revenue Booked:	<b>\$19,269</b>
Projected Commission:	<b>\$2,890</b>
Room Nights:	<b>110</b>
Number of Delegates:	<b>157</b>
Booked Group Types:	<b>1 Assn. and 1 SMF</b>
Lost Business, # of Groups:	<b>6</b>

**Arrived in the month of April:**

Number of Groups:	<b>2</b>
Revenue Arrived:	<b>\$92,553</b>
Projected Commission:	<b>\$2,306</b>
Number of Room Nights:	<b>734</b>
Number of Delegates:	<b>280</b>
Booked Group Type:	<b>2 Assn.</b>

**Monthly Detail/Activity for March:**

<b><u>Number of Groups Booked:</u></b>	<b>1</b>
Revenue Booked:	<b>\$72,000</b>
Projected Commission:	<b>\$10,800</b>
Room Nights:	<b>800</b>
Number of Delegates:	<b>350</b>
Booked Group Types:	<b>1 Smerf</b>
Lost Business, # of Groups:	<b>6</b>

**Arrived in the month of March:**

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

**Monthly Detail/Activity for February:**

<b><u>Number of Groups Booked:</u></b>	<b>0</b>
Revenue Booked:	<b>\$0</b>
Projected Commission:	<b>\$0</b>
Room Nights:	<b>0</b>
Number of Delegates:	<b>0</b>
Booked Group Types:	<b>0</b>
Lost Business, # of Groups:	<b>3</b>

**Arrived in the month of February:**

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

**Monthly Detail/Activity for January:**

**Number of Groups Booked:** 0  
Revenue Booked: \$0  
Projected Commission: \$0  
Room Nights: 0  
Number of Delegates: 0  
Booked Group Types: 0  
Lost Business, # of Groups: 3

**Arrived in the month of January:**

Number of Groups: 1  
Revenue Arrived: \$4,865  
Projected Commission: \$583  
Number of Room Nights: 35  
Number of Delegates: 17  
Booked Group Type: 1 Assoc.

**Monthly Detail/Activity for December:**

**Number of Groups Booked:** 1  
Revenue Booked: \$13,410  
Projected Commission: \$670  
Room Nights: 100  
Number of Delegates: 50  
Booked Group Types: TA  
Lost Business, # of Groups: 5

**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:** 0  
Revenue Booked: \$0  
Projected Commission: \$0  
Room Nights: 0  
Number of Delegates: 0  
Booked Group Types: 0  
Lost Business, # of Groups: 1

**Arrived in the month of November:**

Number of Groups: 2  
Revenue Arrived: \$67,401  
Projected Commission: \$0  
Number of Room Nights: 715  
Number of Delegates: 390  
Booked Group Type: 2 Assoc.32



**Monthly Detail/Activity for October:**

**Number of Groups Booked:** 1  
Revenue Booked: \$10,800  
Projected Commission: \$540  
Room Nights: 50  
Number of Delegates: 100  
Booked Group Types: 1 TA  
Lost Business, # of Groups: 3

**Arrived in the month of October:**

Number of Groups: 1  
Revenue Arrived: \$2,430  
Projected Commission: \$364  
Number of Room Nights: 60  
Number of Delegates: 70  
Booked Group Type: 1 SMF

**Monthly Detail/Activity for September:**

**Number of Groups Booked:** 0  
Revenue Booked: \$0  
Projected Commission: \$0  
Room Nights: 0  
Number of Delegates: 0  
Booked Group Types: 0  
Lost Business, # of Groups: 0

**Arrived in the month of September:**

Number of Groups: 4  
Revenue Arrived: \$186,678  
Projected Commission: \$20,303  
Number of Room Nights: 1750  
Number of Delegates: 522  
Booked Group Type: 1 Corp., 2 Assoc., and 1 TA

**Monthly Detail/Activity for August:**

**Number of Groups Booked:** 1  
Revenue Booked: \$4,063  
Projected Commission: \$609  
Room Nights: 35  
Number of Delegates: 17  
Booked Group Types: 1 Assoc.  
Lost Business, # of Groups: 4

**Arrived in the month of August:**

Number of Groups: 1  
Revenue Arrived: \$25,269  
Projected Commission: \$1,263  
Number of Room Nights: 171  
Number of Delegates: 105  
Booked Group Type: 1 TA

**Monthly Detail/Activity for July:**

**Number of Groups Booked:** 0  
Revenue Booked: \$ 0  
Projected Commission: \$ 0  
Room Nights: 0  
Number of Delegates: 0  
Booked Group Types: 0  
Lost Business, # of Groups: 3

**Arrived in the month of July:**

Number of Groups:	2
Revenue Arrived:	<b>\$35,159</b>
Projected Commission:	\$375
Number of Room Nights:	226
Number of Delegates:	82
Booked Group Type:	1 TA and 1 Corp.

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

		(Goal)
<b>For 2010/11:</b>	<b>\$ 198,356</b>	<b>\$100,000</b>
<b>For 2011/12:</b>	<b>\$ 15,093</b>	<b>\$</b>

**NUMBER OF LEADS Generated as of 4/30/10: 63**

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

**2008/2009: 113**  
**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**

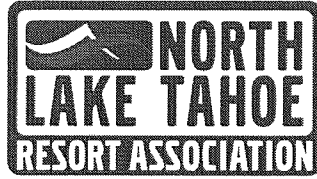
## NLTRA MARKETING/ CONFERENCE ACTIVITY REPORT FOR MAY 2010

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

- Attended SJ Marketing Meeting: Andy
- Attended NLTRA Board Meeting: Andy
- Attended Finance Committee Meeting: Andy
- Attended CTTC Advertising Committee Meeting: Andy
- Attended NLTRA Marketing Committee Meeting: Andy, Jason, Judy, Jeremy
- Participated in monthly CA Tourism-UK conference call: Jeremy
- Attended CTTC 5 Year Planning session: Andy
- Attended and Presented at the California Preservation Society Annual Conference in Nevada City: Andy
- Attended Board of Supervisors reception: Andy
- Attended Board of Supervisors meeting: Andy
- Attended CTTC Rural Tourism meeting: Andy
- Attended media/marketing plan planning meeting with S&J: Jason
- Hosted quarterly Directors of Sales Meeting: Jason
- Attended BLC planning meeting at RSCVA's offices: Jeremy

### SPECIAL PROJECTS

- Worked with Agency on enhancing consumer website: Andy, Judy
- Met with agency on AFW media plan: Andy, Judy
- Met with Lake Tahoe Organizing Committee on possible Lake Tahoe inclusion in 2011 Amgen Tour of California bike race: Andy, Judy
- Attended 2010 Amgen Tour of California bike race start in Nevada City and finish in Sacramento: Andy, Judy
- Met with Paddleboard Festival x 2, Judy
- Meet with community partners on North Tahoe Summer Music Campaign: Andy, Judy
- Attended Ski Lake Tahoe Interactive Agency meeting: Andy
- Attended MILO in Las Vegas: Jason
- Attended Successful Meetings University Client Event in Monterey: Jason
- Toured North Lake Tahoe with RSCVA Chicago Sales representative: Jason
- Graduated from the Truckee North Tahoe Leadership Program, Judy
- Continued sponsorship negotiations, program development and marketing strategy for AFW, Judy
- Met with sponsorship developer for AFW and Paddleboard Festival, Judy
- Contracting Ski Tahoe North and North Lake Tahoe Express with tour operators: Jeremy
- Hosted Brigitte Magazine, Germany's top women's magazine: Jeremy
- Attended POW WOW in Orlando, FL: Jeremy
- Arranged itinerary for Lonely Planet – India visit in early June: Jeremy
- Arranged itinerary for German wholesaler – Faszination's visit in early June: Jeremy



Date: June 1, 2010

To: Board of Directors

From: Management Staff

Re: FY-2010/11 Draft TOT Budget and NLTRA Scope of Work for FY-2010/11 Placer County/NLTRA Agreement

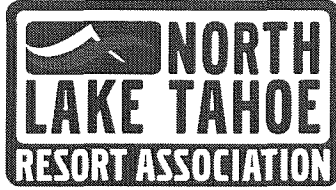
**Background**

One of the requirements in the NLTRA annual Agreement with Placer County is the preparation and review of a draft scope of work and a draft TOT budget for the upcoming fiscal year. This is to be submitted to the County by May 31<sup>st</sup> each year. This begins the process of the Board and staff working with the County staff to complete the Agreement and additional Attachments necessary for the Board of Supervisors to review and approve for FY-2010/11.

Attached is the package to be submitted to the County which includes: 1) a cover letter of explanation to the CEO; 2) a draft Attachment A, Scope of Work; 3) a draft Attachment 4-A, NLTRA Approved Transportation Programs and Services; and 4) the NLTRA's FY-2010/11 approved TOT Budget request.

As was suggested by CEO Tom Miller at the NLTRA Executive Committee/CEO meeting on April 23<sup>rd</sup>, we have kept the Scope of Work straight forward with minimum changes as appropriate. The TOT Budget request is as the NLTRA Board approved it at its May 5<sup>th</sup> meeting. At this time, we have no requested changes to the main body of the Agreement. We realize changes will occur based on requirements having been accomplished, revision of funding amounts shown, and revision of dates as appropriate for FY-2010/11. We know that other potential changes may be recommended by the County and/or the NLTRA as a result of the Placer County Auditor's pending report.

Pending any further questions or comments, staff will submit the package.



May 31, 2010

Ms. Jennifer Merchant  
Principal Management Analyst/Tahoe Manager  
Placer County Executive Office  
PO Box 770  
Carnelian Bay, CA 96140

**Re: FY- 2010/10 Scope of Work and TOT Budget Submittal**

Dear Jennifer:

Pursuant to Section 4.B of the current Agreement between Placer County and the North Lake Tahoe Resort Association, we are submitting the enclosed package for CEO review and consideration as we work with you to develop the final Agreement between the County and the Resort Association for FY-2010/11. This package includes: 1) a draft Attachment A, Scope of Work; 2) a draft Attachment 4-A, NLTRA Approved Transportation Programs and Services; and 3) the NLTRA's FY-2010/11 approved TOT Budget request.

As was suggested by Tom at the NLTRA Executive Committee/CEO meeting on April 23rd, we have kept the Scope of Work straight forward with minimum changes as appropriate. The programs and services listed in Attachment 4-A have been discussed and approved by the NLTRA Committees, the NLTRA Board, our other transportation partners, and presented to the North Lake Tahoe Regional Advisory Council.

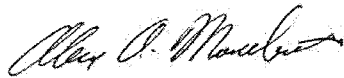
The attached Budget request is based on the conservative TOT total collections estimate for 2010/11 of \$8.1 million which was recommended by the Finance Committee, the NLTRA Board, and was discussed at the previously mentioned CEO/Executive Committee meeting. The traditional percentages of 42% marketing, 11% transportation, and 47% infrastructure were then applied to the traditional 60% of the \$8.1 million figure to establish the proposed budget distribution amounts. To fully fund the transportation services and programs, we are requesting that \$1,121,675 of the flexible infrastructure funds be added to the 11% designated as transportation funding. Of this amount, \$504,800 will be used to support TART's year round baseline transit service at North Lake Tahoe. We have also shown the necessary baseline funding as one amount in the budget. In the 2009/10 budget, the baseline funding was

shown as two amounts in two different locations. Again, as previously discussed with the CEO, this will provide more transparency and a better understanding of the baseline funding for the NLTRA, the County, and all of our constituents. Lastly, we are requesting consideration of a \$50,000 allocation to the marketing budget from the infrastructure account for the expressed purpose of advanced planning and marketing necessary to bring the 2011 Amgen Tour of California to North Lake Tahoe. This amount is not yet shown in the NLTRA TOT Budget pending the final decision to bring the event to North Lake Tahoe. The decision is expected within the month of June. It should be stated in the 2010/11 Agreement, as it was in 2009/10, that \$50,000 of any 2009/10 fund balance accruing to the marketing account will be conveyed back to the infrastructure account. Amounts calculated for County Services include an increase of 3% over the previous year.

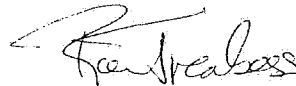
At this time, we have no requested changes to the main body of the Agreement. We realize changes will occur based on requirements having been accomplished, revision of funding amounts shown, and revision of dates as appropriate for FY-2010/11. We know that other potential changes may be recommended by the County and/or the NLTRA as a result of the Placer County Auditor's pending report.

The Resort Association Board and staff look forward to a timely, successful, and uneventful accomplishment of the FY-2010/11 County/NLTRA Agreement, allowing the continuation of the positive partnership we have had for the past fifteen years. Thank you, Jennifer.

Sincerely,

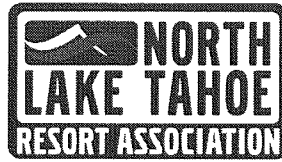


Alex Mourelatos  
Chair, NLTRA Board of Directors



Ron Treabess  
Interim Executive Director

## Attachment A



### North Lake Tahoe Resort Association Scope of Work - FY-2010/2011

#### Background

For more than 15 years, the North Lake Tahoe Resort Association (NLTRA) has been a valuable partner for and with Placer County. The NLTRA has a successful track record of investing the Transient Occupancy Tax funds (TOT) granted by the Board of Supervisors, consistent with the recommendations of the master plans developed by the North Lake Tahoe community and adopted by the Board of Supervisors in 1995 and 2004.

Through its support of the NLTRA, and the Association's unique and effective network of partnerships, Placer County is able to significantly leverage these TOT funds to achieve an even greater level of Return on Investment (ROI) in the vital areas of marketing, transportation, and infrastructure. As documented in numerous studies, including the recent *Placer County Travel Industry Assessment and Detailed Economic Impact Estimates (2002-2008p)*, a continuation of this successful investment strategy is essential as part of efforts to keep North Lake Tahoe competitive as a nationally and internationally known destination.

#### Purpose

The importance of tourism to the economic health of North Lake Tahoe and Placer County has been documented in numerous studies conducted over many years, including the most recent *Economic Significance of Travel to the North Lake Tahoe Area (2003-2008p)* report (Dean Runyan Associates, August 2009). Accordingly, the adopted mission of the North Lake Tahoe Resort Association is to "promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area." The NLTRA expertise, services, and programs described in this Scope of Services are consistent with this mission.

Based on the Placer County-NLTRA agreement, the services provided by the NLTRA are summarized as follows: the NLTRA shall, 1) *provide a full spectrum of management activities for tourism marketing and visitor services for the Placer County businesses of the North Lake Tahoe region; 2) undertake its activities to implement in full the North Lake Tahoe Tourism and Community Investment Master Plan; and, 3) assist with the planning, development and implementation of necessary public infrastructure improvements in the Placer County portion of the North Lake Tahoe region.*

The NLTRA shall implement this Scope of Services through the following functions and expertise:

## **Tourism Division**

### **Marketing, Advertising and Promotions, Group & Conference Sales, Leisure Sales, Special Events, Public Relations, Media Relations, Web Site, and Visitor Information Services**

The mission of the Tourism Division is to *“promote North Lake Tahoe as a travel destination with the purpose of increasing travel spending within the region, including year-round occupancy and length of stay, generating additional Transient Occupancy Tax (TOT) revenues, sales tax revenues and maximizing the exposure and promotion of North Lake Tahoe on a regional, national, and international level.”*

The NLTRA Tourism Division conducted a series of workshops in the winter of 2009, designed to solicit input from marketing professionals and partners, and members of the community, for the purpose of updating North Lake Tahoe’s marketing strategies, plans and programs. The NLTRA has an adopted **Marketing Performance Reporting Document** which guides the tracking and reporting on Marketing “Return on Investment” (ROI) Indicators. The review of performance helps guide the development of each subsequent marketing plan.

### **Key Performance Objectives**

- Increase marketing ROI performance as detailed in the Marketing Performance Reporting Document.
- Increase the number of Web site referrals to lodging properties.
- Continue to engage in communications with marketing partners, including lodging and attraction suppliers and co-op partners; conduct at least one annual “member and partners” workshop to review marketing strategies, investments and performance indicators and solicit feedback and input.

The following is a summary of the focus and activities of each department and function within the Tourism Division and Key Performance Objectives for each:

### **Group/Conference Marketing and Sales**

The purpose of this function and program is to increase the number of meetings, and corresponding room revenues, held each year at North Lake Tahoe and to increase awareness of the region as a premier destination to the national and regional meetings industry. Specifically, the department works to develop group and conference business and provides referral and conversion services. Its efforts are focused in partnership with those properties, large and small, with the ability to book and serve group and conference business and who are members of the NLTRA Conference Program. Department programs consist of an integrated media and marketing plan, trade show schedule, sales missions and familiarization tours (FAMs), and client relations.



### **Key Performance Objectives**

- The Conference Sales Program will continue the work necessary to further establish Placer County and North Lake Tahoe in the regional and national meetings market, with the goal of maintaining TOT and other revenues associated with group and meetings business.
- Improve competitive position, ease of navigation, and quality of content on the NLTRA's Web site, from the Conference Marketing and Sales program perspective.
- Maintain group and conference lead generation from the Web site.
- Maintain total leads and total booked revenue.

### **Leisure Marketing and Sales**

The purpose of this function and program is to increase vacation and leisure travel to North Lake Tahoe. This effort focuses on building regional, national and international tourism business for North Lake Tahoe through a variety of trade shows, familiarization tours, promotional programs, training for travel and reservation agents, and media and public relations. The department targets three distribution channels for the sale of North Lake Tahoe vacations and vacation products: 1) direct to consumer; 2) travel agents; and, 3) tour operators.

The department serves as NLTRA's primary liaison with the cooperative tourism marketing programs available at the state level, in partnership with the California Travel and Tourism Commission (CTTC), an industry advocacy and cooperative marketing organization. These cooperative marketing programs include contracted General Sales Agents (GSAs) in targeted countries. Leisure Sales also coordinates the marketing and sales of the NLTRA's popular Ski Tahoe North multi-resort interchangeable lift ticket (STN), as well as the North Lake Tahoe Express service to and from the Reno-Tahoe International Airport.

### **Key Performance Objectives**

- Host at least two trade FAMs per year, one with a summer focus and one with a winter focus; continue working with the NLTRA's Public Relations team and GSAs to host multiple media FAM trips during the year.
- Increase the number of Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product placement in the wholesale and tour operator sales channels.
- Increase awareness and sales of the Ski Tahoe North Interchangeable Lift Ticket (STN).
- Increase ridership on the North Lake Tahoe Express airport service.

### **Special Events, Projects and Promotions**

The primary purpose of this department is to support the development, implementation and promotion of special events through available grant funding programs and event support services. During early FY-2009/10, the NLTRA developed a more aggressive special events strategy, along with a new Special Events Resource Guide for event producers and promoters that includes a description of the special events services and

support available through the NLTRA. The department manager continues to support the Tourism Division's new event development effort and the Community Marketing Grant Program administered by the North Lake Tahoe Chamber of Commerce Advisory Committee. Promotional responsibilities of the department include coordinating special events with the [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) Web site, [www.NorthLakeTahoeChamber.com](http://www.NorthLakeTahoeChamber.com), and other internet marketing channels.

### **Key Performance Objectives**

- Fully integrate department expertise with community and resort sponsored and/or produced events.
- Make available the **Special Events Resource Guide** for event producers and promoters that includes a description of the special events services and support available through the NLTRA.
- Provide technical support and assistance to grantees of the Community Marketing Grant Program, as requested.
- Assist area special events producers in the completion of ROI reports, as required.
- Work to develop a major special event with national and international television coverage.

### **Autumn Food and Wine Key Performance Objectives**

Develop additional partnerships and events designed to expand the appeal and success of the Lake Tahoe Autumn Food & Wine Festival. This includes working with the Board appointed Special Events Working Group to determine the overall strategies of events and how those events fit into our marketing of North Lake Tahoe. In addition, specific measurable metrics have been incorporated to determine the effectiveness of this and other NLTRA support special event efforts. These metrics include the tracking and analysis of the following:

1. Total Event Attendance (by local, regional, and national)
2. Total Ticket Sales
3. Total Event Revenue
4. Total Web Site Visits
5. Total Web Impressions
6. Total Web Site Referrals
7. Total Public Relations Advertising Equivalency
8. Percent of Positive Media Coverage
9. Total Rooms Booked (where available)
10. Total Economic Impact

### **Web Site Strategies and Key Performance Objectives**

As the main fulfillment channel for all marketing efforts, the GoTahoeNorth.com Web site must be fully leveraged to maximize the promotion of the entire North Lake Tahoe area, while delivering compelling consumer content. To that end, a significant effort is underway to review and enhance the functionality and use of this important asset. To help guide this effort, the NLTRA Board of Directors has appointed a Web Strategy Working group, made up of various members of NLTRA committees and the

community, to review and recommend to the board, strategies for further improvements to the Web site.

Below are strategies being considered:

1. Dedicated Web site content manager
2. Improved navigation functionality
3. Improved and expanded content
4. Expansion of social media efforts
5. Expansion of video collection and distribution

Various Key Performance Objectives will be tracked and analyzed throughout this process to determine success of this Web Strategies effort. These include:

1. Total Unique Visitors
2. Cost Per Visitor
3. Percent of Direct and Bookmarked Visitors
4. Number of Repeat Visitors
5. Number of Lodging Referrals
6. Lodging Referrals as a Percent of Total Unique Visitors
7. Search Engine Referrals
8. Organic Search Engine Results

### **Public and Media Relations**

This program focuses on efforts to increase public and media awareness of North Lake Tahoe as a premier year-round travel destination, to generate additional editorial coverage in national and regional publications and communication channels, and to help expand the reach of NLTRA marketing and advertising campaigns. Press kits are assembled on CD and distributed twice a year - winter and summer. Various media familiarization trips are organized and supported throughout the year, and assistance is provided to writers on assignment. The Public Relations team also: 1) helps support the Media Center on [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) to make it more useful to members of the media on assignment and/or those researching information about North Lake Tahoe; 2) provides input and support to the NLTRA's Video News Release (VNR) Program, and various other electronic media efforts, to ensure a consistent and accurate depiction of North Lake Tahoe; and, 3) helps provide information regarding the NLTRA and its programs in the local community and surrounding region.

### **Key Performance Objectives**

- Increase the Advertising Equivalency of public relations efforts.
- Increase reference to, and the exposure of, the [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) Web site in editorial stories and features about North Lake Tahoe.
- Increase the number of media contacts and press releases downloaded from the [GoTahoeNorth.com](http://GoTahoeNorth.com) Web site.

### **Visitor Information Services**

The purpose of the NLTRA's visitor information function is to provide high quality, comprehensive and convenient information services to area visitors. This information,

and the way in which it is presented, is intended to enhance the North Lake Tahoe experience and encourage longer stays and/or return visitation. The NLTRA employs knowledgeable staff and conducts training as necessary for new or seasonal staff. It is the goal of the NLTRA to continuously improve the quality of its visitor information services and expand the network of opportunities to provide such information.

The Tahoe City Visitor Information Center (open year-round) also provides referral services for NLTRA/North Lake Tahoe Chamber of Commerce member businesses and gives members an opportunity to display their collateral. The Center serves as a “front counter” for Chamber membership services and provides a variety of public services, such as the sale of tickets for a variety of area special events. During the peak summer season, the NLTRA operates a Visitor Information facility in Kings Beach, located at North Tahoe Beach, near the intersection of highways 28 and 267, on property owned by the California Tahoe Conservancy.

### **Key Performance Indicators**

- Track the number of visitors served (walk-ins and telephone contacts) at the year-round and seasonal Visitor Information Centers; increase the number of visitors served using appropriate strategies as may be available.

### **Community Marketing Program**

The purpose of the Community Marketing Program is to help coordinate with and support the efforts of the Chamber/NLTRA’s community marketing partners, including, but not limited to improving the marketing and promotion of specific geographic areas within the region through the ***Resorts and Towns of North Lake Tahoe*** component of the NLTRA’s marketing efforts. Program goals include promoting community economic vitality and hospitality and helping to fund community marketing collateral and related projects, as identified in the NLTRA’s adopted **Community Marketing Program Grant Funding Criteria**. A portion of the grant funds available is set aside to help support and promote regional special events. An important focus of the Community Marketing Program is to help ensure an enjoyable, memorable guest experience and stimulate return visitation to the area. Consistent with the Placer County/NLTRA agreement, the Community Marketing Program is administered by the North Lake Tahoe Chamber of Commerce Advisory Committee, with the final approval of all grant recommendations by the NLTRA Board of Directors.

### **Key Performance Objectives**

- Improve the quality and distribution of “in market” visitor information and achieve greater coordination of advertising and promotional messages with those of the NLTRA in drive and destination markets.
- As resources are available, continue to expand the special events component of the Community Marketing Grant Program, consistent with NLTRA special event marketing strategies and objectives and the adopted Community Marketing Grant Program Funding Criteria.

### **Support for Other Marketing Programs**

Annually, by agreement with specific entities, the NLTRA provides financial and technical support as a partner in several regional cooperative marketing programs. These include the North Lake Tahoe Marketing Cooperative, Sierra Ski Marketing Council, Regional Marketing Committee, Placer-Lake Tahoe Film Office, North Tahoe Events Center, and the North Lake Tahoe Wedding and Honeymoon Association.

### **Visitor Support Services (Transportation) and Infrastructure Development**

The mission of the Visitor Support Services and Infrastructure Development is consistent with the NLTRA Master Plan, to *“Improve Visitor and Community Infrastructure Facilities & Transportation Services for the Benefit of North Lake Tahoe’s Tourism-based Economy.”*

In the spring of 2010, the NLTRA completed and adopted the annual update of its ***Integrated Infrastructure and Transportation Work Plan*** and ***Long Range Funding Plan***. The Integrated Work Plan is an “action plan” for FY-2010/11 that includes project priorities, descriptions, lead agencies and identifies project partners. It also estimates funding requirements, suggests time frames for project completion, and quantifies “flexible funding” requests for transit projects. The Long Range Funding Plan is updated as a tool to assist in budgeting, evaluating additional projects that may be proposed, and establishing long-term investment priorities. The *Long Range Funding Plan* adopted this year is for the period 2010-2015.

### **Visitor Support Services (Transportation)**

The Visitor Support Services allocation provides funding for the NLTRA’s contributions to the operation of Placer County’s Tahoe Area Regional Transit (TART) system and other visitor serving transit and transportation services in eastern Placer County. NLTRA funds are typically targeted to provide additional or enhanced transit services in the area, including service added during peak periods. A comprehensive list of services expected to be provided this year is included as Attachment A-4.

For FY-2010/11, funding for additional and enhanced services is being provided, along with funding to assist TART in maintaining its “base level services.” This funding is necessary due to the California reduction of state funds supporting public transit at the county and city level.

Transit services provided by operators other than TART to which NLTRA funds are contributed include the North Lake Tahoe Express Airport Shuttle (NLTE), the summer Nightrider service and the winter ski shuttle to Sugar Bowl/Donner Summit. Both the Express and Nightrider are operated under contract with the Tahoe Transportation District.

Visitor Support Services also funds annual peak season traffic management programs. Currently, the NLTRA funds the “Tahoe City Three Lane Program” in winter, and in summer, traffic management in downtown Tahoe City each Thursday morning (to assist

the flow of traffic in and out of the Tahoe City Farmer's Market on Commons Beach), and traffic management efforts in downtown Kings Beach.

### **Key Performance Objectives**

- That NLTRA transit service investments continue to result in increased passengers per vehicle service hour for the systems funded all or in part by the NLTRA, including components of the TART system.

### **Infrastructure Development**

Consistent with the direction and goals of the adopted *North Lake Tahoe Tourism and Community Investment Master Plan*, and the projects specifically listed in the adopted *FY-2010/11 Integrated Infrastructure and Transportation Work Plan*, this department will continue to initiate, participate as a partner, and monitor and report on the status and progress of projects and programs funded through the Infrastructure Account.

### **Key Performance Objectives**

- Achieve measurable progress in the implementation of infrastructure projects for which funds have been budgeted in the FY-2010/11 Integrated Work Plan.

### **Research and Planning**

Annually, the NLTRA engages in Research and Planning activities that provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Infrastructure and Transportation projects, or efforts to further implementation of the adopted *North Lake Tahoe Tourism and Community Investment Master Plan*.

### **Resort Association Administration/Management Team**

The NLTRA is established as a 501(c)(6) community based California non-profit public benefit corporation. The function of the NLTRA's administration and management team is to manage the corporation and the full spectrum of Resort Association services and programs operated by the corporation. These include, but are not limited to: consumer marketing and advertising, group/conference marketing and sales, leisure sales, special events, projects and promotions, public and media relations, marketing research and evaluation, visitor information services, visitor support services (transportation), and infrastructure development. NLTRA administration is responsible for managing the company's human resources, accounting and financial services, internal controls, budgets and forecasts, cash flow analysis, capital planning, and the accurate reporting required to support all of the NLTRA's functions and responsibilities. The NLTRA undergoes an annual review of its Financial Statements and an Independent Auditor's Report is prepared by a Certified Public Accountant each year.

### **Other NLTRA Services and Activities**

#### **Preparation and Adoption of the TRPA Regional Plan Update for Lake Tahoe**

The NLTRA continues its involvement with efforts by the TRPA to complete work on a Regional Plan Update. This is a planning process with significant ramifications for the

NLTRA/North Lake Tahoe Chamber of Commerce membership and our many partners, including Placer County.

It is essential that the Regional Plan Update spell out how the anticipated new water quality standards and regulations for Lake Tahoe (Tahoe Total Maximum Daily Load, aka TMDL) will be incorporated into the Plan Update; also how the Plan (and TRPA) intends to facilitate amendments to Lake Tahoe's Community Plans. Lake Tahoe's Community Plans were adopted in partnership with the Basin's local governments; accordingly, a local government planning process will also be required to update and amend Community Plans. Placer County will need to be involved in this process for the Community Plans within the County at Lake Tahoe, including Kings Beach and Tahoe City.

### **Specific NLTRA/Chamber Regional Plan Update Activities**

#### **Key Performance Objectives**

- Continue efforts to ensure the TRPA Regional Plan Update will stimulate vital business and community investments and avoid inflexible regulations and stifling regulatory programs. This effort shall include, but not be limited to, review of the recently completed Regional Plan Initiative and work with TRPA to incorporate its findings and recommendations into the Regional Plan Update.
- Advocate and assist, as appropriate, with implementation of the Placer County/TRPA Community Enhancement Program (CEP), intended to help implement innovative mixed use and transit oriented development projects designed to achieve environmental, economic and community goals.
- Continue to work in cooperation with Placer County and other partners to support redevelopment and workforce housing goals and projects for North Lake Tahoe through the regional and local planning process.
- Ensure implementation of Phase II of the Community Sustainability Indicators Project for the Lake Tahoe Basin, to include data gathering and analysis of indicator trends.

### **Legislative Advocacy**

#### **Key Performance Objectives**

- Continue advocacy efforts to secure additional federal and state funding for the adopted Lake Tahoe Environmental Improvement Program (EIP). Such efforts shall include work on reauthorization of the federal **Lake Tahoe Restoration Act** (LTRA) as well as EIP investments from the states of California and Nevada.
- Continue advocacy efforts to maintain the new source of federal funds for transportation project development at Lake Tahoe through the Tahoe Transportation District (support for specific provisions in the new federal transportation bill, MAP-21).
- Continue advocacy efforts to secure one or more new sources of federal transit operating funds for Lake Tahoe (support for specific provisions in MAP-21).
- Continue advocacy efforts to secure project funding through the annual Congressional earmark process.

### **Maintaining and Developing Partnerships**

The NLTRA will continue to use staff time and resources to maintain, enhance and develop new partnerships, so that NLTRA funds for infrastructure, transportation and marketing projects and programs are leveraged with other funds to the maximum extent possible. For infrastructure and transportation planning projects, this effort involves working with a variety of local, regional, state, and federal agencies to help develop funding and implement projects. For marketing projects and programs, the NLTRA's Tourism Division works with a variety of local, regional, and state partners to develop and deliver leveraged marketing investments and opportunities.

### **Partnerships with Placer County and Related Agencies**

The NLTRA is committed to continuously improving understanding, communications and the productivity of its partnership with Placer County. These include work with the Placer County Executive Office and the Board of Supervisors, Department of Public Works and TART, Placer County Office of Economic Development, Placer County Redevelopment Agency, Planning, Public Information, Facilities Services, and Revenue Services, along with the Placer-Lake Tahoe Film Office, Placer County Visitors Bureau, PlacerArts, and the Placer County Transportation Planning Agency (PCTPA).

### **Other NLTRA Services Not Funded or Included in the Placer County/NLTRA Agreement**

#### **North Lake Tahoe Chamber of Commerce**

The North Lake Tahoe Chamber of Commerce is operated under the umbrella of the NLTRA, which provides management, fiscal governance, and program and policy support. The Chamber's adopted mission is *"to take specific actions to help improve the opportunity for local businesses to achieve and sustain success; to promote business, tourism, and the economic, cultural and civic welfare of the greater North Lake Tahoe community."* Funding for the Chamber comes solely from memberships and program revenues. The Chamber promotes member businesses and community organizations and actively helps support the NLTRA's mission to provide quality visitor information and "in market" marketing strategies. Chamber programs and events include educational seminars and workshops, community forums, strategic initiatives, membership mixers, luncheon programs, [NorthLakeTahoeChamber.com](http://NorthLakeTahoeChamber.com), [NorthLakeTahoeJobs.com](http://NorthLakeTahoeJobs.com), an annual business and community organization Expo, and an annual Community Awards Dinner.

In partnership with the North Tahoe Business Association and the Truckee Donner Chamber of Commerce, the North Lake Tahoe Chamber is a sponsor of the **North Lake Tahoe Truckee Leadership Program**.

Another Chamber initiative, *The Community Fund of North Lake Tahoe*, is unique among local charitable giving opportunities. It has been established by the North Lake Tahoe Chamber, in collaboration with the NLTRA, as a Field of Interest Fund through the Truckee Tahoe Community Foundation. The purpose of The Community Fund of North Lake Tahoe is to enhance the environmental, recreational, cultural and civic climate of the greater North Lake Tahoe area. It provides donors interested in making



these types of community investments with the means to secure tax benefits as allowed under U.S. tax codes for donations to a 501(c)(3) charitable organization.

A comprehensive set of Chamber objectives and actions in support of these objectives is described in the adopted **North Lake Tahoe North Lake Tahoe Chamber of Commerce Business Plan** (May 2010).

**ATTACHMENT A-4**

**PROPOSED 2010-2011 TRANSPORTATION BUDGET**

**ATTACHMENT A-4 05-31-10**

**FY 2010-2011 Approved Transportation Programs and Services**

<b>Traffic Management</b>		
B-1	Winter Traffic Management (Existing)	\$22,000
B-2	Summer Traffic Management (Existing)	19,000
	<b>Sub-Total Traffic Management Programs</b>	<u>\$41,000</u>
 <b>Transportation/Transit Programs</b>		
	Summer Trolley Transit Service, Northstar, Squaw Valley, Kings Beach, Tahoe	
B-3	City, Nighttime (Existing)	\$199,100 *
	Enhanced Winter Skier & Employee Transit Service, TART, Highway 89, &	
B-4	North Shore(Existing)	45,000 *
B-5	Enhanced Winter Transit Service TART, Highway 267	80,000 *
B-6	Enhanced Winter Skier Shuttle Truckee/Sugar Bowl	19,000
B-7	Reno/North Lake Tahoe Airport Shuttle Service (Existing)	115,000
B-8	Winter Nighttime Transit Service (Existing)	185,000
B-9	Summer Highway 267 Hourly Service (Nighttime)	40,000
B-10	Year Round Highway 89 Hourly Service (Fall & Spring)	130,000 *
B-11	Year Round TART Baseline Service ( Summer and Winter)	504,800 *
	<b>Sub-Total Transit Programs</b>	<u>\$1,317,900</u>
 <b>2010-2011 Transportation/Transit Total</b>		<u><u>\$1,358,900</u></u>

\*Transit services provided by Placer County \$ 958,900

**Bold** type in Column D denotes services for which allocations are amended.

FY 2010-2011 TAHOE TOT PROPOSED BUDGET  
ATTACHMENT C

MARKETING	PROPOSED BUDGET		VISITOR SUPPORT SERVICES	PROPOSED BUDGET		TAHOE CAPITAL IMPROVEMENTS	PROPOSED BUDGET		PROPOSED TOTALS
<b>RESORT ASSOCIATION CONTRACT:</b>			<b>RESORT ASSOCIATION CONTRACT:</b>			<b>RESORT ASSOCIATION CONTRACT:</b>			
Personnel/Overhead - Direct Costs	800,000		Personnel/Overhead - Direct Costs	98,700		Personnel/Overhead - Direct Costs	157,500		1,056,200
Direct Marketing/Programs	1,061,020		Research and Planning	35,000		Research & Planning	35,000		70,000
			Membership	5,000		Membership	5,000		1,061,020
Placer Co Film	51,680		Transportation/Transit Enhancement/Programs	852,100					10,000
Community Marketing Fund	100,000		Traffic Management Program	41,000					852,100
Amgen			TART Baseline	504,800					41,000
						Capital Improvements - Requires BOS Approval (County retains until BOS Approval)	<u>406,507</u>		504,800
									51,680
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>2,012,700</b>	<b>48%</b>	<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>1,536,600</b>	<b>37%</b>	<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>604,007</b>	<b>15%</b>	<b>100,000</b>
									0
% Share Misc. Administration	<u>28,500</u>		Sheriff Patrol	65,925		NTPUD- Beach Maint.	80,210		406,507
<b>SUBTOTAL - BASECOUNTY SERVICES</b>	<b>28,500</b>		Animal Control	46,293		TCPUD- Beach Maint.	69,602		
			% Share Misc. Administration	<u>7,456</u>		Facilities Dept.- Beach/Park Maint.	51,848		
			<b>SUBTOTAL - BASE COUNTY SERVICES</b>	<b>119,675</b>		% Share Misc. Administration	<u>31,858</u>		
						<b>SUBTOTAL - BASE COUNTY SERVICES</b>	<b>233,519</b>		381,693
			<b>SUBTOTAL- SUPP. COUNTY SERVICES</b>	<b>0</b>		Supplemental Dental Clinic	225,000		
						Supplemental Sheriff Dept.	<u>100,000</u>		
			<b>TOTAL COUNTY SERVICES</b>	<b>119,675</b>		<b>SUBTOTAL- SUPP. COUNTY SERVICES</b>	<b>325,000</b>		325,000
						<b>TOTAL COUNTY SERVICES</b>	<b>558,519</b>		706,693
<b>TOTAL FUNDING USES</b>	<b>2,041,200</b>	<b>42%</b>	<b>TOTAL FUNDING USES</b>	<b>1,656,275</b>	<b>34%</b>	<b>TOTAL FUNDING USES</b>	<b>1,162,526</b>	<b>24%</b>	<b>4,860,000</b>
<b>HOTEL/MOTEL TAX REVENUE:</b>			<b>HOTEL/MOTEL TAX REVENUE:</b>			<b>HOTEL/MOTEL TAX REVENUE:</b>			
							2% 1,620,000		
<b>SUBTOTAL - HOTEL/MOTEL TAX</b>	<b>2,041,200</b>	<b>42%</b>	<b>SUBTOTAL - HOTEL/MOTEL TAX</b>	<b>534,600</b>	<b>11%</b>	<b>SUBTOTAL - HOTEL/MOTEL TAX</b>	<b>2,284,200</b>	<b>47%</b>	<b>4,860,000</b>
							8% 664,200		
Flex funding from Infrastructure (100% for community marketing)			Flex funding from Infrastructure (county-approved transit services)	1,121,675		FLEX TO VSS ACCT (county-approved transit services)	(1,121,675)		0
						FLEX TO MARKETING ACCT (community marketing)	0		0
<b>TOTAL FUNDING SOURCES</b>	<b>2,041,200</b>	<b>46%</b>	<b>TOTAL FUNDING SOURCES</b>	<b>1,656,275</b>	<b>34%</b>	<b>TOTAL FUNDING SOURCES</b>	<b>1,162,525</b>	<b>24%</b>	<b>4,860,000</b>
<b>NET COUNTY COST</b>			<b>NET COUNTY COST</b>			<b>NET COUNTY COST</b>			0
									27-May-10