



Agenda and Meeting Notice
THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS
Wednesday, June 1, 2011 – 8:30 am
Tahoe City Public Utility District

NLTRA Mission

“to promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.”

Meeting Ground Rules

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

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. CALL TO ORDER - ESTABLISH QUORUM

B. AGENDA AMENDMENTS AND APPROVAL (*Motion*)

1. Agenda Additions and/or Deletions
2. Approval of Agenda

C. PUBLIC FORUM

Any person wishing to address the Board of Directors on items of interest to the Resort Association not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes, since no action may be taken by the Board on items addressed under Public Forum.

D. REPORTS & ACTION ITEMS

3. Update TOT Renewal Report – TOT Committee Chairman Mourelatos (*5 min*)
4. Approval for Sandy Evans Hall to Sign Checks (*Motion*) (*5 min*)
5. By-law Revisions for Committee Inclusion (*Motion*) (*10 min*)
6. 2011/12 Scope of Work and TOT Budget Submittal (*Motion*) (*15 min*)
7. Executive Director Report (*5 min*)
 - Board Retreat: June 22, 2011, 8am – 1pm, Garwoods
 - Board Vacancy
8. Marketing Report (*10 minutes*)
 - Conference Revenue Statistics – April 2011
 - Amgen Update and Group Hug
 - High Notes Campaign Update
 - Conference Marketing Equity Issue
 - Placer Visitors' Center MOU

9. Board/Staff Follow-up on Previous Action Items (5 min)

E. CONSENT CALENDAR – MOTIONS (5 min)

All items listed under the consent calendar-motions are considered to be routine and/or have been or will be reviewed by committee, and will be approved by one motion. There will be no separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar-motions. All committee meeting minutes are provided for informational purposes only.

10. Board Meeting Minutes – May 4, 2011
11. Finance Committee Minutes – May 3, 2011
12. Financial Statements – April 2011
13. Joint Infrastructure/Transportation Committee Minutes – May 23, 2011
14. Marketing Committee Minutes – May 24, 2011
15. Infrastructure/Transportation Activity Report – May 2011
16. 3rd Quarter Report 2010-11

**ADJOURN AS THE BOARD OF THE NORTH LAKE TAHOE RESORT ASSOCIATION AND
CONVENE AS THE BOARD OF THE NORTH LAKE TAHOE CHAMBER OF COMMERCE**

F. CHAMBER OF COMMERCE REPORTS (10 min)

17. Status Report and Possible Action on Revised/Updated Chamber of Commerce
Community Marketing Grant Process (*Motion*)
18. Chamber Activities and Events

G. CHAMBER OF COMMERCE CONSENT CALENDAR – MOTIONS (2 min)

19. Chamber of Commerce Committee Minutes – May 25, 2011
20. April Chamber of Commerce Business Plan Progress Report

**ADJOURN AS THE BOARD OF THE NORTH LAKE TAHOE CHAMBER OF COMMERCE
AND RECONVENE AS THE BOARD OF THE NORTH LAKE TAHOE RESORT
ASSOCIATION**

H. DIRECTORS' COMMENTS

I. MEETING REVIEW AND STAFF DIRECTION

J. CLOSED SESSION (If necessary)

At any time during the regular session, the Board of Directors may adjourn to closed session to consider existing litigation, anticipated litigation, liability claims, personnel matters including employee appointment, employment, performance evaluation, or discipline/dismissal/release, or contract negotiation.

21. Personnel Matters

K. RECONVENE TO OPEN SESSION

22. Closed session report

L. ADJOURNMENT

This meeting site is wheelchair accessible.

Posted and e-mailed, May27, 2011



June 1, 2011

To: Board of Directors

From: Management Staff

Re: Update Report on TOT Renewal Status

The attached TOT Renewal Voter Survey and Timeline Update will be presented for Board discussion at the Board meeting. TOT Committee chair Mourelatos and staff will be available to provide any necessary clarifications and answer questions.

This report is informational and no action is required by the Board.



TOT Renewal Voter Survey and Timeline Update

Purpose of Survey:

Gauge voter opinion on the following:

- Viability of continuing the 2% TOT, with no increase.
- Length of the TOT
- Governance structure
- Funding priorities
- Rationale for and against the TOT

A separate question was added to the end of the survey to get a brief read from voters on their willingness, at a future date, to support additional funding mechanisms to offset the loss of matching funds, provide maintenance and/or to accelerate projects.

Committee Progress:

- The TOT Steering Committee, The Lew Edwards Group (LEG) and Fairbank, Maslin, Maullin, Metz & Associates (FM3) met on April 25, 2011 to begin the process of crafting the survey.
- This group met again on May 2, 2011 to review first draft of the survey. An in-depth discussion resulted in significant feedback on the draft that was followed up with written comments by committee members.
- The TOT Steering Committee progress was reported to the NLTRA Board on May 4, 2011, with the Board giving direction to the TOT Steering Committee representatives.
- A subset of the TOT Steering Committee and LEG met with County representatives on May 5, 2011, resulting in input on the survey by the County.
- Based on the feedback received during the above meetings, LEG and FM3 are finalizing the survey language.

Timeline:

- NLTRA Board meeting June 1 - review process and recommend moving forward
- Joint PUD Managers meeting June 1 – review process and recommend moving forward
- TOT Steering Committee meeting June 6 - review process and recommend moving forward
- County staff meeting June 8 - review process and recommend moving forward
- Begin survey mid-June
- Review Survey results mid-July
- Prepare for election in March or June 2012



May 24, 2011

To: Board of Directors

From: Management Staff

Re: Approval for Sandy Evans Hall to Sign Checks

Staff is requesting the Board of Directors approve Sandra Evans Hall as a new signer on the NLTRA bank accounts.



June 1, 2011

To: Board of Directors

From: Management Staff

Re: Action to Approve NLTRA Bylaws Revision to Article VII—Committees

Background

As a result of the FY 2008-2009 Placer County Management Audit, the 2010/11 NLTRA/Placer County Agreement directed the NLTRA to update its Bylaws to reflect current Board composition and committee structure. The Board composition element of this direction may necessitate discussion of several Articles in the Bylaws and any changes or clarifications would probably require membership approval. There are statements pertaining to number of elected Directors, qualification requirements, membership voting that are unclear, and perhaps, conflicting. Staff recommends that the Executive Committee review the Board composition issue to determine what approach, if any, should be taken for possible Board composition Bylaw revisions.

The need for committee structure clarification in the Bylaws involves a relatively simple revision to Article VII—Committees that does require Board approval. The County Auditor said that the NLTRA committees should be more clearly identified in the Bylaws. The attached recommended revision to Article VII does identify the current committees while confirming that the Board does have the authority to change the number of committees, and/or the duties and composition of the committees. A statement has also been added to this Article that current status of all committees is located in the NLTRA Supplemental Operation Procedures and Policies document. The second attachment is the existing Article VII for comparison with the recommended revision.

Requested Action

Staff requests that the Board approve the recommended revision to the NLTRA Bylaws Article VII—Committees.

**Recommended Revision to North Lake Tahoe Resort Association
BYLAWS**

**ARTICLE VII
Committees**

Section 13. ~~OTHER COMMITTEES.~~ The Board, by resolution adopted by a majority of the directors in office, may designate and appoint one or more committee(s) as deemed necessary by the Board, or may authorize the Chair to make such appointment(s) to perform specific duties as requested by the Board. Any committee that is in power to act on the Board's behalf in any manner shall be composed of two (2) or more directors. ~~and~~ The meetings and actions of such committees shall be governed by the provisions of these Bylaws concerning meetings and other Board actions. The exception is at the time for regular meetings of such committees, and for the calling of special meetings, the actions may be determined either by Board resolution and, if there is none, by resolution of the committee of the Board. The Board may adopt rules for the government of any committee, providing they are consistent with these Bylaws, or in the absence of rules adopted by the Board, the committee may adopt such rules. Minutes of each meeting of any committee of the Board shall be kept and filed with the corporate records. Any appointed committee shall be responsible only to the Board.

As of the most recent approval date of these Bylaws, the NLTRA has six standing committees. These committees currently include the Marketing Committee, Infrastructure Committee, Transportation Committee, Lodging Committee, Chamber of Commerce Advisory Committee, and Finance Committee. With the exception of the Finance Committee, the Board may add, delete, or alter the number of standing committees, and/or change the duties and the composition. Additionally, the Board appoints members to serve on the Cooperative Marketing Committee (CMC) as part of its agreement with the Incline Village Crystal Bay Visitors Bureau (IVCBVB) to fund and implement the North Lake Tahoe Marketing Cooperative. Other subcommittees may be appointed by the Board from time to time as needed for special purposes.

Each NLTRA committee and subcommittee includes members of the NLTRA Board, from Placer County, as well as community or "lay" members. The current membership of each committee/subcommittee, duties, and length of terms are defined in the North Lake Tahoe Resort Association Supplemental Operation Procedures and Policies document.

Section 24. ~~FINANCE COMMITTEE.~~ The Board, shall select a Finance Committee. The duties of the Finance Committee shall be to advise the Board on any and all matters pertaining to the present and any future budgets, and all financial matters relating to the corporation.

Section 32. ELECTIONS COMMITTEE. At least sixty days prior to any election, the Board shall appoint an Election Committee composed of three (3) to seven (7) Members including at least one Member of the Board and at least one (1) Member not currently serving on the Board. The responsibilities of the Election Committee are defined in Article IV, Section 5.

Section 4. REMOVAL OF COMMITTEE MEMBERS. Any Member serving on a committee appointed by the Chair or a majority vote of the Board may be removed by a majority vote of the Board whenever, in their best judgment, the best interest of the corporation is served by such removal.

Section 5. TERM OF OFFICE. Each Member of a committee shall continue as such until the term of office shall expire or until the responsibility of the committee is successfully terminated as determined by the Chair or by a majority vote of the Board.

Section 6. TERMINATION OF COMMITTEE. By majority vote of the Board, a Committee formed under Section 13 of this Article VII, may be terminated when, in the opinion of the Board, there is no longer a purpose or function for the Committee.

ARTICLE VIII
Membership Dues

**Current Adopted and Approved (2009)
North Lake Tahoe Resort Association
BYLAWS**

**ARTICLE VII
Committees**

Section 1. FINANCE COMMITTEE. The Board shall select a Finance Committee. The duties of the Finance Committee shall be to advise the Board on any and all matters pertaining to the present and any future budgets, and all financial matters relating to the corporation.

Section 2. ELECTIONS COMMITTEE. At least sixty days prior to any election, the Board shall appoint an Election Committee composed of three (3) to seven (7) Members including at least one Member of the Board and at least one (1) Member not currently serving on the Board. The responsibilities of the Election Committee are defined in Article IV, Section 5.

Section 3. OTHER COMMITTEES. The Board, by resolution adopted by a majority of the directors in office, may designate and appoint one or more committee(s) as deemed necessary by the Board, or may authorize the Chair to make such appointment(s) to perform specific duties as requested by the Board. Any committee that is in power to act on the Board's behalf in any manner shall be composed of two (2) or more directors and the meetings and actions of such committees shall be governed by the provisions of these Bylaws concerning meetings and other Board actions, except at the time for regular meetings of such committees and the calling of special meetings may be determined either by Board resolution and, if there is none, by resolution of the committee of the Board. The Board may adopt rules for the government of any committee, providing they are consistent with these Bylaws, or in the absence of rules adopted by the Board, the committee may adopt such rules. Minutes of each meeting of any committee of the Board shall be kept and filed with the corporate records. Any appointed committee shall be responsible only to the Board.

Section 4. REMOVAL OF COMMITTEE MEMBERS. Any Member serving on a committee appointed by the Chair or a majority vote of the Board may be removed by a majority vote of the Board whenever, in their best judgment, the best interest of the corporation is served by such removal.

Section 5. TERM OF OFFICE. Each Member of a committee shall continue as such until the term of office shall expire or until the responsibility of the committee is successfully terminated as determined by the Chair or by a majority vote of the Board.

Section 6. TERMINATION OF COMMITTEE. By majority vote of the Board, a Committee formed under Section 3 of this Article VII, may be terminated when, in the opinion of the Board, there is no longer a purpose or function for the Committee.



Date: June 1, 2011

To: Board of Directors

From: Management Staff

Re: FY-2011/12 Draft TOT Budget and NLTRA Scope of Work for FY-2011/12 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 31st 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-2011/12.

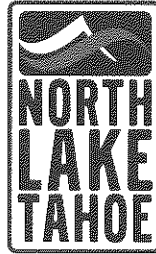
Attached is the package to be submitted to the County which includes: 1) a cover letter of explanation to the CEO; 2) a draft Attachment A, Scope of Work; 3) Attachment A-2 Research and Planning Projects, 4) Attachment A-4 NLTRA Approved Transportation Programs and Services; 5) Attachment C the NLTRA's FY-2011/12 approved TOT Budget request, and 6) Attachment C-1 Notes to Attachment C.

As was recommended by CEO Tom Miller last year, 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 4th meeting. The changes from the previous years budget request include the inclusion of \$150,000 of Infrastructure funds to establish a maintenance reserve to support tourism-serving facilities, as well as suggested methodology for determining the total amount for the 2011/12 Tahoe TOT budget, for reducing the amount of NLTRA funding for supplemental County services, and for determining the suggested personnel/overhead/general and administration allocations. These are explained in Attachment C-1.

At this time, the only requested changes to the main body of the Agreement are those reflecting the progress and accomplishments made during FY 2010/11. We realize other potential changes may be recommended by the County based on requirements having been accomplished, revision of funding amounts shown, and revision of dates as appropriate for FY-2011/12.

Requested Action

That pending any further questions or comments, the NLTRA Board direct staff to submit the FY-2011/12 Draft TOT Budget and NLTRA Scope of Work to the County for incorporation in the FY-2011/12 Placer County/ NLTRA Agreement.



June 1, 2011

Ms. Jennifer Merchant
County Executive Office
P.O. Box 772
Carnelian Bay, CA 96140

Re: FY- 2011/12 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-2011/12. This package includes: 1) a draft Attachment A, Scope of Work; 2) Attachment A-2 Research and Planning Projects, 3) Attachment A-4 NLTRA Approved Transportation Programs and Services; 4) Attachment C the NLTRA's FY-2011/12 approved TOT Budget request, and 5) Attachment C-1 Notes to Attachment C.

As was recommended by CEO Tom Miller last year, 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 June 1st meeting. The changes from the previous year's budget request include the inclusion of \$150,000 of Infrastructure funds to establish a maintenance reserve to support maintenance needs of tourism-serving facilities. We are also suggesting methodology for determining the total \$ amount for the 2011/12 Tahoe TOT budget, for reducing the amount of NLTRA funding for supplemental County services, and for determining the suggested personnel/overhead and general and administration allocations. These are explained in Attachment C-1.

The transportation programs and services listed in Attachment 4-A have been discussed and approved by the NLTRA Committees, the NLTRA Board, and our other transportation partners.

The attached Budget request is based on the most recent year for which all Tahoe TOT has been collected, which was FY 2009/10. The amount collected for that year is \$8.9 million, which was recommended by the Finance Committee and the NLTRA Board to be used to determine the long-time established 60% for the suggested NLTRA budget distribution. The traditional percentages of 42% marketing, 11% transportation, and 47% infrastructure were then applied to the 60% of the \$8.9 million figure to establish the proposed marketing, visitor services, and capital investments (infrastructure) budget amounts. To fully fund the transportation services and programs, we are requesting that \$963,000 of the flexible infrastructure funds be added to the 11% designated as

6-2

At this time, the only requested changes to the main body of the Agreement are those reflecting the progress and accomplishments made during FY 2010/11. We realize other potential changes may be recommended by the County based on requirements having been accomplished, revision of funding amounts shown, and revision of dates as appropriate for FY-2011/12.

The Resort Association Board and staff look forward to a timely, successful, and uneventful accomplishment of the FY-2011/12 County/NLTRA Agreement, allowing the continuation of the positive partnership we have had for the past sixteen years. Thank you, Jennifer.

Sincerely,

Ron McIntyre
Chair, Board of Directors
North Lake Tahoe Resort Association

Sandy Evans Hall
CEO/Executive Director
North Lake Tahoe Resort Association

cc: Tom Miller, CEO Placer County

Attachment A



North Lake Tahoe Resort Association Scope of Work - FY-2011/2012

Background

For more than 16 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 North Lake Tahoe Tourism Development Master Plan and the North Lake Tahoe Tourism and Community Investment Master Plan (NLTRA Master Plans). These Master Plans were developed by the North Lake Tahoe community, through the leadership of the NLTRA, 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. A continuation of this successful investment strategy is essential as part of the 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, most recently in the *Placer County Travel Industry Assessment and Detailed Economic Impact Estimates (2002-2008)* report (Dean Runyan Associates, March 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 activities to implement in full the NLTRA Master Plans; and, 3) assist with the planning, development and implementation of necessary public infrastructure improvements that benefit the tourism-based economy 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, Social Media, 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 will conduct a series of meetings 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. This effort will also include an in-depth review of our current North Lake Tahoe brand platform. This brand review will include committee and board workshops, customer pre and post research, and community stakeholder interviews. 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, including total paid clicks to the Web site; total unique visitors to the Web site and percent of lodging referrals to total visits.
- Track cost per visitor to the Web site.
- Increase the number of Web site clicks 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 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. The Conference Sales program will go through a thorough review in this upcoming year. The intent of this review is to determine the overall effectiveness of the program, to implement new initiatives and strategies, determine if sufficient resources are allocated to this effort, and to grow our conference sales business. This process will include various NLTRA committees including the Conference Sales Advisory Committee, the Marketing Committee, Lodging Committee and the NLTRA Board of Directors.

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 increasing TOT and other revenues associated with group and meetings business.
- Continue to improve competitive position, ease of navigation, and quality of content on the NLTRA's Web site, from the Conference Marketing and Sales program perspective.
- Increase group and conference lead generation from the Web site.
- Increase 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).

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 awareness and 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. The NLTRA Special Events Department works closely with the North Lake Tahoe Chamber of Commerce in the facilitation of the Chamber Special Event Grant Program. Special Event staff meets one-on-one with all grantees to describe special events services and support available through the NLTRA. Special Event staff 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 Web site, www.NorthLakeTahoeChamber.com, and other internet marketing channels.

Key Performance Objectives

- Fully integrate department expertise with community and resort sponsored and/or produced events.
- Continue to 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 was undertaken in FY 2010/11 to review and enhance the functionality and use of this important asset. Through this process, a completely revised consumer website was launched in the Fall of 2010. Additional refinements in content, navigation, and referral opportunities will continue in FY 2011/12.

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 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 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 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. The NLTRA will also continue to provide support to the Placer County Visitor Council's California Welcome Center in Auburn. This Center dedicates exhibit space and information services to promote North Lake Tahoe.

Key Performance Indicators

- Track the number of visitors served (walk-ins, email inquires, 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.
- Work with the NLTRA Infrastructure Development program to expand the visitor information facilities serving North Lake Tahoe.

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**. The funding criteria are included in Attachment D. 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, 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 Placer County Visitor Council's California Welcoming Center.

Visitor Support Services (Transportation) and Infrastructure Development

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

In the spring of 2011, 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-2011/12 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 2011-2016.

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-2011/12, 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. It is anticipated that as these other public transit funds are restored, the TOT funds being used for base level services will, once again, be available for enhanced transit services and infrastructure projects.

Transit services provided by operators other than TART to which NLTRA funds are contributed include the North Lake Tahoe Express Airport Shuttle (NLTE), the winter and a portion of the summer Nightrider services, 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" and a program in partnership with the Town of Truckee at the junction of Hwy. 89 and West River Street in the winter. In summer, funding is provided for 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 on busy Saturdays.

Key Performance Objectives

- 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 NLTRA Master Plans, and the projects specifically listed in the adopted *FY-2011/12 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.

In recognition of the need for maintenance of tourist-serving Infrastructure projects envisioned in the NLTRA Master Plans, the NLTRA will establish a reserve from Infrastructure Account funds to assist in meeting certain maintenance needs. The process for allocation of maintenance funds will be consistent with other Infrastructure Account funds which require application, committee review, and NLTRA Board of Directors approval.

Key Performance Objectives

- Achieve measurable progress in the implementation of infrastructure projects for which funds have been budgeted in the FY-2011/12 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 NLTRA Master Plans. More specific research and planning projects are listed in Attachment A-2.

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 active involvement with efforts by the TRPA to complete work on a Regional Plan Update and amendments to North Lake Tahoe's Community Plans. 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.

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.
- 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 that are beneficial to the NLTRA tourism based mission.
- 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.

Legislative Advocacy

Key Performance Objectives

- Work with County Executive Officer to insure that NLTRA legislative platform, as needed, allocates expenditures and activities only to those consistent with Placer County policies.
- Continue advocacy efforts to support additional federal and state funding for the adopted Lake Tahoe Environmental Improvement Program (EIP). Such efforts shall include supporting the 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 support maintaining the new source of federal funds for transportation project development at Lake Tahoe through the Tahoe Transportation District.
- Continue advocacy efforts to support securing one or more new sources of federal transit operating funds for Lake Tahoe.
- Continue advocacy efforts to support securing 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 Council, PlacerArts, and the Placer County Transportation Planning Agency (PCTPA).

**Attachment A-2
RESEARCH AND PLANNING PROJECTS**

Visitor Support Services

- * Legislative Advocacy, California-Houston Group
- PCTPA Participation
- Tahoe Transportation District
- LSC Transportation Analysis
- Data Collection for Transit and Transport
- Advance Transportation Project Studies
- NLTRA Committee/Board Meetings Preparations
- Regional Planning Studies Participation
- Community Workshops Materials
- **** Community Surveys/Education

Capital Improvements/Infrastructure

- ** Legislative Advocacy, California-Houston Group
- Integrated Work Plan
- Data Collection for Infrastructure Projects
- Advanced Infrastructure Project Studies
- Community Workshops Materials
- Regional Planning Studies Participation
- NLTRA Committee/Board Meetings Preparation
- Reproduction of Plan Documents
- *** Community Surveys/Education ***

* Up to \$5,500
**** Up to \$5,000

** Up to \$5,500
*** Up to \$5,000

ATTACHMENT A-4

FY 2010-2011 Approved Transportation Programs and Services

Traffic Management		
B-2	Winter Traffic Management	\$30,000
B-3	Summer Traffic Management	19,000
	Sub-Total Traffic Management Programs	\$49,000
Transportation/Transit Programs		
B-5	Enhanced Winter Skier & Employee Transit Service, TART, Highway 89, & North Shore	45,000 *
B-7	Enhanced Winter Transit Service TART, Highway 267	80,000 *
B-8	Summer Trolley Transit Service, Northstar, Squaw Valley, Kings Beach, Tahoe City and Nighttime	\$191,000 *
B-9	Summer West Shore Hourly Night Service (NEW)	29,500
B-10	Year Round Highway 89 Hourly Service (Fall & Spring)	125,000 *
B-11	Summer Highway 267 Hourly Service Nighttime	45,000
B-13	Winter Nighttime Transit Service	195,000
B-14	Enhanced Winter Skier Shuttle Truckee/Sugar Bowl	19,000
B-15	Reno/North Lake Tahoe Airport Shuttle Service	95,000
B-19	Enhanced Snow Removal	100,000
B-20	Year Round TART Baseline Service (Summer and Winter)	310,022 *
	Sub-Total Transit Programs	\$ 1,234,522
 2010-2011 Transportation/Transit Total		 \$ 1,283,522

*Transit services provided by Placer County	\$ 751,022
---	------------

FY 2011-2012 TAHOE TOT PROPOSED BUDGET
ATTACHMENT C

1st Draft

MARKETING	PROPOSED BUDGET	VISITOR SUPPORT SERVICES	PROPOSED BUDGET	TAHOE CAPITAL IMPROVEMENTS	PROPOSED BUDGET	PROPOSED TOTALS
RESORT ASSOCIATION CONTRACT:		RESORT ASSOCIATION CONTRACT:		RESORT ASSOCIATION CONTRACT:		
Personnel/Overhead - Direct Costs	596,000	Personnel/Overhead - Direct Costs	88,500	Personnel/Overhead - Direct Costs	95,000	779,500
G & A-Indirect Costs	286,000	G & A-Indirect Costs	42,300	G & A-Indirect Costs	46,300	374,600
		Research and Planning	30,000	Research and Planning	22,000	52,000
		Membership	5,000		0	5,000
		Transit Programs-non County	383,500	Maintenance of Tourism Serving Facilities	150,000	169,000
		Traffic Management Program	49,000			361,500
		Snow Removal	100,000			49,000
		Transit Program TART Peak Season	441,000			100,000
						441,000
Direct Marketing/Programs	1,161,809			Capital Improvements-Requires BOS	744,602	744,602
Placer Co Film	56,600			Approval (County retains until BOS Approval)		1,161,809
Community Marketing Fund	60,000					56,600
Special Events Marketing Fund	50,000					60,000
Contract Services Welcome Center	40,000					50,000
SUBTOTAL - RESORT ASSOC CONTRACT	2,250,409	SUBTOTAL - RESORT ASSOC CONTRACT	1,139,300	SUBTOTAL - RESORT ASSOC CONTRACT	1,057,902	4,447,811
	51%		26%		24%	
% Share Misc. Administration	32,391	Sheriff Patrol	50,685	NTPUD - Beach Maint.	77,798	
SUBTOTAL - BASECOUNTRY SERVICES	32,391	Animal Control	45,000	TCPUD - Beach Maint.	67,505	
		% Share Misc. Administration	5,483	Facilities Dept - Beach/Park Maint.	50,484	
		SUBTOTAL - BASECOUNTRY SERVICES	101,168	% Share Misc. Administration	36,246	
				SUBTOTAL - BASECOUNTRY SERVICES	232,033	365,892
		TART Baseline	310,022	Supplemental Dental Clinic	153,410	
		SUBTOTAL - SUPP. COUNTY SERVICES	310,022	Supplemental Sheriff Dept.	63,365	
		TOTAL COUNTY SERVICES	411,190	SUBTOTAL - SUPP. COUNTY SERVICES	216,775	526,797
		TOTAL FUNDING USES	1,550,490	TOTAL COUNTY SERVICES	448,808	892,389
			29%	TOTAL FUNDING USES	1,506,710	5,340,800
		HOTEL/MOTEL TAX REVENUE:		HOTEL/MOTEL TAX REVENUE:		
		SUBTOTAL - HOTEL/MOTEL TAX	587,400	SUBTOTAL - HOTEL/MOTEL TAX	1,780,000	
		Flex funding from Infrastructure (county-approved transit services)	963,090	FLEX TO VSS ACCT (county-approved transit services)	729,800	
		TOTAL FUNDING SOURCES	1,550,490	FLEX TO MARKETING ACCT (Welcome Center)	(40,000)	
			29%	TOTAL FUNDING SOURCES	1,506,710	5,340,800
		NET COUNTY COST		NET COUNTY COST		(6)
						27-May-11

**ATTACHMENT C-1
Notes to Attachment-C**

Methodology for Determining Total \$ Amount for FY-2011/12 Tahoe TOT Budget:
(Can be used for any Fiscal Year starting point)

- Use the most recent year for which all TOT has been collected (09-10)
- Take Tahoe only portion of District 5 collections for that year (\$8,900,000)
- Use established % for determining subtotal-hotel/motel tax (base amount) for next FY agreement
- 100% of the 2% and 50% of remaining 8%= 60% of total Tahoe collections:

	\$8,900,000
	X <u> .60</u>
Subtotal-hotel/motel tax	\$5,340,000

- Apply traditional 42%, 11%, and 47% to determine portion of \$5,340,000 for Marketing, Visitor Support Services, and Tahoe Capital Improvements
- Previous FY fund balance adjustments will be made during FY-2011/12 after Placer County needs and actual total TOT collections for FY-2010/11 have been determined

Rational for Determining Supplemental County Services Budget Proposal

- FY-2011/12 will be the third year that supplemental funding for North Lake Tahoe County services has been necessary to maintain TART baseline transit service, public health clinics, and the sheriff's department, as some of the County's other funding sources (State, etc) have been reduced.
- The NLTRA is also experiencing reduced funding capabilities on the part of our primary funding partners (California Tahoe Conservancy, etc), which will start to effect the NLTRA tourism-related mission
- During the FY-2009/10 budget process, Placer County, appropriately and temporarily, utilized a portion of the 60% NLTRA funding of Tahoe TOT collections to supplement these County services that previously received funding from County sources and not the NLTRA's portion.
- Since that time, Tahoe TOT collections have risen \$625,000 in 09/10 as compared to the totals for 08/09, and \$1,000,000 more, to date this FY, than during the same period in 09/10.
- Consequently, while the 60% NLTRA funding in the Tahoe TOT budget has increased, so has the 40% that is allocated to the County general fund.
- As supplemental funding for these important County services was only meant to be temporary and the overall TOT continues to increase, it is the NLTRA proposal to begin shifting the supplemental funding of these services from the NLTRA's portion of the Tahoe TOT back to the County's portion as is appropriate.

- Starting with this FY-2011/12 TOT budget request, the NLTRA is proposing to reduce the supplemental County services funding from the NLTRA funding portion by a third. We have reflected this proposed reduction in Attachment-C. It will be the NLTRA's intent to work with the County Executive Officer to develop an appropriate timeframe to shift all of the funding of these services back to the County general fund. This will allow the NLTRA to better assist the County by focusing more of the resources on infrastructure and transportation enhancement projects.

Calculation of G & A Allocation based on Departmental Salary and Burden

	Percent of Total Salary Burden	Total Salary Burden	Allocation of General and Administration based on Salary Burden	TOT Portion of G & A Allocation
Marketing	0.374	301,381	179,006	169,000
Conference	0.191	153,619	91,242	61,000
VST	0.088	71,129	42,247	42,300
VIC	0.145	116,685	69,305	56,000
Chamber	0.104	84,073	49,935	
Infra	0.097	77,891	46,264	46,300
		804,779	478,000	<u>374,600</u>
Total G & A to Allocate		<u>478,000</u>		

Suggested Personnel/ Overhead/General and Administration Allocation based on Salary and Burden

	Marketing	VST	Infrastructure
Personnel/Overhead Direct Costs	481,000	71,500	78,000
Direct Departmental Costs	115,000	17,000	17,000
Allocated General and Administrative	<u>286,000</u>	<u>42,300</u>	<u>46,300</u>
Total Expenses-Non Project	882,000	130,800	141,300

Monthly Report April 2011
CONFERENCE REVENUE STATISTICS

North Shore Properties

Year to Date Bookings/Monthly Production Detail FY 10/11

Prepared By: Anna Atwood, Sales & Marketing Coordinator

	<u>FY 10/11</u>	<u>FY 09/10</u>	<u>Variance</u>
Total Revenue Booked as of 4/30/11:	\$1,643,995	\$1,043,129	58%
Forecasted Commission for this Revenue:	\$100,765	\$49,124	105%
Number of Room Nights:	9857	5327	85%
Number of Delegates:	4805	2459	95%
Annual Revenue Goal:	\$2,200,000	\$1,500,000	
Annual Commission Goal:	\$140,000	\$85,000	
Number of Tentative Bookings:	44	36	22%

<u>Monthly Detail/Activity</u>	<u>April-11</u>		<u>April-10</u>	
<u>Number of Groups Booked:</u>	4		2	
Revenue Booked:	\$95,192		\$22,002	333%
Projected Commission:	\$5,239		\$1,169	348%
Room Nights:	812		113	619%
Number of Delegates:	635		63	908%
Booked Group Types:	2 Assoc., 1 Film, 1 TA		1 TA, 1 Film Crew	
Lost Business, # of Groups:	4		8	

<u>Arrived in the month</u>	<u>April-11</u>	<u>Est.</u>	<u>April-10</u>	
Number of Groups:	2		3	
Revenue Arrived:	\$103,740		\$83,099	25%
Projected Commission:	\$10,374		\$8,309	25%
Room Nights:	1085		572	90%
Number of Delegates:	325		239	36%
Arrived Group Types:	1 Govt., 1 Film Crew		1 Assoc., 1 Govt and 1 Film	

<u>Monthly Detail/Activity</u>	<u>March-11</u>		<u>March-10</u>	
<u>Number of Groups Booked:</u>	2		2	
Revenue Booked:	\$34,141		\$105,325	-68%
Projected Commission:	\$3,414		\$10,532	-68%
Room Nights:	340		665	-49%
Number of Delegates:	140		205	-32%
Booked Group Types:	1 Smerf		2 Corp.	
Lost Business, # of Groups:	6		6	

<u>Arrived in the month</u>	<u>March-11</u>		<u>March-10</u>	
Number of Groups:	1		2	
Revenue Arrived:	\$91,524		\$17,885	412%
Projected Commission:	\$0		\$645	-100%
Room Nights:	488		79	518%
Number of Delegates:	150		26	477%
Arrived Group Types:	1 Corp.		1 Corp, 1 TA	

Monthly Detail/Activity	<u>February-11</u>	<u>February-10</u>	
<u>Number of Groups Booked:</u>	0	0	
Revenue Booked:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Booked Group Types:	0	0	
Lost Business, # of Groups:	6	3	

<u>Arrived in the month</u>	<u>February-11</u>	<u>February-10</u>	
Number of Groups:	2	1	
Revenue Arrived:	\$49,579	\$187,426	-74%
Projected Commission:	\$4,384	\$9,371	-53%
Room Nights:	257	360	-29%
Number of Delegates:	115	225	-49%
Arrived Group Types:	1 Assoc.	1 TA	

Monthly Detail/Activity	<u>January-11</u>	<u>January 10</u>	
<u>Number of Groups Booked:</u>	1	2	
Revenue Booked:	\$2,902	\$27,523	-89%
Projected Commission:	\$145	\$2,752	-95%
Room Nights:	25	198	-87%
Number of Delegates:	10	89	-89%
Booked Group Types:	1 Assoc.	1 Assoc.	
Lost Business, # of Groups:	6	3	

<u>Arrived in the month</u>	<u>January-11</u>	<u>January-10</u>	
Number of Groups:	1	0	
Revenue Arrived:	\$6,412	\$0	
Projected Commission:	\$0	\$0	
Number of Room Nights:	28	0	
Number of Delegates:	14	0	
Arrived Group Type:	1 Assoc.		

Monthly Detail/Activity	<u>December-10</u>	<u>December-09</u>	
<u>Number of Groups Booked:</u>	1	3	
Revenue Booked:	\$36,491	\$96,066	-62%
Projected Commission:	\$3,649	\$8,961	-59%
Room Nights:	65	748	-91%
Number of Delegates:	194	380	-49%
Booked Group Types:	1 Corp.	2 Assoc., 1 TA	
Lost Business, # of Groups:	2	2	

<u>Arrived in the month</u>	<u>December-10</u>	<u>December-09</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$2,550	
Projected Commission:	\$0	\$255	
Number of Room Nights:	0	34	
Number of Delegates:	0	18	
Arrived Group Type:	0	1 Govt.	

Monthly Detail/Activity	<u>November-10</u>	<u>November-09</u>	
<u>Number of Groups Booked:</u>	2	2	
Revenue Booked:	\$176,553	\$60,389	192%
Projected Commission:	\$9,922	\$6,038	64%
Room Nights:	1530	521	194%
Number of Delegates:	525	360	46%
Booked Group Types:	1 Govt., 1 Assn.	1 Corp., 1 Smf	
Lost Business, # of Groups:	1	1	

<u>Arrived in the month</u>	<u>November-10</u>	<u>November-09</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$40,363	
Projected Commission:	\$0	\$0	
Number of Room Nights:	0	414	
Number of Delegates:	0	150	
Arrived Group Type:	0	1 Assn.	

Monthly Detail/Activity	<u>October-10</u>	<u>October-09</u>	
<u>Number of Groups Booked:</u>	2	2	
Revenue Booked:	\$293,259	\$70,173	318%
Projected Commission:	\$14,775	\$7,017	111%
Room Nights:	1525	630	142%
Number of Delegates:	247	1030	-76%
Booked Group Types:	1 Corp., 1 TA	1 Corp., 1 Society	
Lost Business, # of Groups:	1	5	

<u>Arrived in the month</u>	<u>October-10</u>	<u>October-09</u>	
Number of Groups:	9	3	
Revenue Arrived:	\$427,827	\$74,371	475%
Projected Commission:	\$12,597	\$3,217	292%
Number of Room Nights:	2991	480	523%
Number of Delegates:	1715	199	762%
Arrived Group Type:	1 Corp., 4 Assn., 1 Govt., 1 Smf, 1 Found	1 Corp., 1 Assn., 1 TA	

Monthly Detail/Activity	<u>September-10</u>	<u>September-09</u>	
<u>Number of Groups Booked:</u>	1	0	
Revenue Booked:	\$26,865	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	150	0	
Number of Delegates:	50	0	
Booked Group Types:	1 Corp.	0	
Lost Business, # of Groups:	5	0	

<u>Arrived in the month</u>	<u>September-10</u>	<u>September-09</u>	
Number of Groups:	4	2	
Revenue Arrived:	\$145,651	\$42,522	243%
Projected Commission:	\$14,565	\$637	2186%
Number of Room Nights:	980	265	270%
Number of Delegates:	302	86	251%
Arrived Group Type:	4 Corp.	1 Assn. and 1 TA	

Monthly Detail/Activity	<u>August-10</u>	<u>August-09</u>	
<u>Number of Groups Booked:</u>	4	3	
Revenue Booked:	\$52,758	\$117,185	-55%
Projected Commission:	\$5,275	\$11,230	-53%
Room Nights:	430	954	-55%
Number of Delegates:	575	183	214%
Booked Group Types:	1 Corp. 1 Assn 1 TA, 1 Foundation	1 Corp., 1 Assn. 1 Govt.	
Lost Business, # of Groups:	9	6	

<u>Arrived in the month</u>	<u>August-10</u>	<u>August-09</u>	
Number of Groups:	8	5	
Revenue Arrived:	\$219,566	\$101,663	116%
Projected Commission:	\$14,117	\$9,237	53%
Number of Room Nights:	1294	534	142%
Number of Delegates:	830	330	152%
Arrived Group Type:	1 Corp., 6 Assn. 1 Society	1 Corp., 1 Assn., 1 Smf 1 Govt., 1 TA	

Monthly Detail/Activity	<u>July-10</u>	<u>July-09</u>	
<u>Number of Groups Booked:</u>	5	2	
Revenue Booked:	\$47,336	\$213,831	-78%
Projected Commission:	\$4,733	\$21,373	-78%
Room Nights:	484	575	-16%
Number of Delegates:	373	1220	-69%
Booked Group Types:	1 Corp., 3 Assn. 1 Govt.	1 Corp. 1 Assn.	
Lost Business, # of Groups:	8	3	

<u>Arrived in the month</u>	<u>July-10</u>	<u>July-09</u>	
Number of Groups:	8	7	
Revenue Arrived:	\$579,888	\$293,154	98%
Projected Commission:	\$44,258	\$18,331	141%
Number of Room Nights:	2813	1268	122%
Number of Delegates:	1479	724	104%
Arrived Group Type:	1 Corp., 6 Assn. 1 Smf	5 Assn., 1 Smf, 1 TA	

Future Year Bookings, booked in this fiscal year:

For 2011/12:	\$815,101	(Goal) \$650,000
For 2012/13:	\$526,577	\$250,000

NUMBER OF LEADS Generated as of 4/30/11: 84

Total Number of Leads Generated in Previous Years:

2009/2010: 107
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

Monthly Report April 2011

CONFERENCE REVENUE STATISTICS

South Shore Properties

Year to Date Bookings/Monthly Production Detail FY 10/11

Prepared By: Anna Atwood, Sales & Marketing Coordinator

	<u>FY 10/11</u>	<u>FY 09/10</u>	<u>Variance</u>
Total Revenue Booked as of 4/30/11:	\$218,894	\$473,721	-54%
Forecasted Commission for this Revenue:	\$23,170	\$33,267	-30%
Number of Room Nights:	2038	4217	-52%
Number of Delegates:	1310	1656	-21%
Annual Revenue Goal:	\$300,000	\$450,000	
Annual Commission Goal:	\$15,000	\$35,000	
Number of Tentative Bookings:	42	41	2%

<u>Monthly Detail/Activity</u>	<u>April-11</u>	<u>April-10</u>
<u>Number of Groups Booked:</u>	0	2
Revenue Booked:	\$0	\$19,269
Projected Commission:	\$0	\$2,890
Room Nights:	0	110
Number of Delegates:	0	157
Booked Group Types:	0	1 Assoc., 1 SMF
Lost Business, # of Groups:	5	

<u>Arrived in the month</u>	<u>April-11</u>	<u>Est.</u>	<u>April-10</u>
Number of Groups:	2		0
Revenue Arrived:	\$5,648		\$0
Projected Commission:	\$179		\$0
Room Nights:	57		0
Number of Delegates:	100		0
Arrived Group Types:	1 TA, 1 Corp.		0

<u>Monthly Detail/Activity</u>	<u>March-11</u>	<u>March-10</u>
<u>Number of Groups Booked:</u>	0	1
Revenue Booked:	\$0	\$72,000
Projected Commission:	\$0	\$10,800
Room Nights:	0	800
Number of Delegates:	0	350
Booked Group Types:	0	1 Smerf
Lost Business, # of Groups:	5	6

<u>Arrived in the month</u>	<u>March-11</u>	<u>March-10</u>
Number of Groups:	1	0
Revenue Arrived:	\$4,791	\$0
Projected Commission:	\$718	\$0
Room Nights:	39	0
Number of Delegates:	50	0
Arrived Group Types:	1 Corp. 1 Assn.	0

Monthly Detail/Activity	<u>February-11</u>	<u>February-10</u>	
<u>Number of Groups Booked:</u>	0	0	
Revenue Booked:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Booked Group Types:	0	0	
Lost Business, # of Groups:	6	3	
<u>Arrived in the month</u>	<u>February-11</u>	<u>February-10</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$20,013	\$187,426	-89%
Projected Commission:	\$3,002	\$9,371	-68%
Room Nights:	225	360	-38%
Number of Delegates:	150	225	-33%
Arrived Group Types:	1 Assoc.	1 TA	

Monthly Detail/Activity	<u>January-11</u>	<u>Januray 10</u>	
<u>Number of Groups Booked:</u>	1	2	
Revenue Booked:	\$2,902	\$27,523	-89%
Projected Commission:	\$145	\$2,752	-95%
Room Nights:	25	198	-87%
Number of Delegates:	10	89	-89%
Booked Group Types:	1 Assoc.	1 Assoc.	
Lost Business, # of Groups:	6	3	
<u>Arrived in the month</u>	<u>January-11</u>	<u>January-10</u>	
Number of Groups:	0	0	
Revenue Arrived:	\$0	\$0	
Projected Commission:	\$0	\$0	
Number of Room Nights:	0	0	
Number of Delegates:	0	0	
Arrived Group Type:			

Monthly Detail/Activity	<u>December-10</u>	<u>December-09</u>	
<u>Number of Groups Booked:</u>	1	3	
Revenue Booked:	\$36,491	\$96,066	-62%
Projected Commission:	\$3,649	\$8,961	-59%
Room Nights:	65	748	-91%
Number of Delegates:	194	380	-49%
Booked Group Types:	1 Corp.	2 Assoc., 1 TA	
Lost Business, # of Groups:	2	2	
<u>Arrived in the month</u>	<u>December-10</u>	<u>December-09</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$2,550	
Projected Commission:	\$0	\$255	
Number of Room Nights:	0	34	
Number of Delegates:	0	18	
Arrived Group Type:	0	1 Govt.	

Monthly Detail/Activity	<u>November-10</u>	<u>November-09</u>	
<u>Number of Groups Booked:</u>	2	2	
Revenue Booked:	\$176,553	\$60,389	192%
Projected Commission:	\$9,922	\$6,038	64%
Room Nights:	1530	521	194%
Number of Delegates:	525	360	46%
Booked Group Types:	1 Govt., 1 Assn.	1 Corp., 1 Smf	
Lost Business, # of Groups:	1	1	

<u>Arrived in the month</u>	<u>November-10</u>	<u>November-09</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$40,363	
Projected Commission:	\$0	\$0	
Number of Room Nights:	0	414	
Number of Delegates:	0	150	
Arrived Group Type:	0	1 Assn.	

Monthly Detail/Activity	<u>October-10</u>	<u>October-09</u>	
<u>Number of Groups Booked:</u>	2	2	
Revenue Booked:	\$293,259	\$70,173	318%
Projected Commission:	\$14,775	\$7,017	111%
Room Nights:	1525	630	142%
Number of Delegates:	247	1030	-76%
Booked Group Types:	1 Corp., 1 TA	1 Corp., 1 Society	
Lost Business, # of Groups:	1	5	

<u>Arrived in the month</u>	<u>October-10</u>	<u>October-09</u>	
Number of Groups:	9	3	
Revenue Arrived:	\$427,827	\$74,371	475%
Projected Commission:	\$12,597	\$3,217	292%
Number of Room Nights:	2991	480	523%
Number of Delegates:	1715	199	762%
Arrived Group Type:	1 Corp., 4 Assn., 1 Govt., 1 Smf, 1 Found	1 Corp., 1 Assn., 1 TA	

Monthly Detail/Activity	<u>September-10</u>	<u>September-09</u>	
<u>Number of Groups Booked:</u>	1	0	
Revenue Booked:	\$26,865	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	150	0	
Number of Delegates:	50	0	
Booked Group Types:	1 Corp.	0	
Lost Business, # of Groups:	5	0	

<u>Arrived in the month</u>	<u>September-10</u>	<u>September-09</u>	
Number of Groups:	4	2	
Revenue Arrived:	\$145,651	\$42,522	243%
Projected Commission:	\$14,565	\$637	2186%
Number of Room Nights:	980	265	270%
Number of Delegates:	302	86	251%
Arrived Group Type:	4 Corp.	1 Assn. and 1 TA	

Monthly Detail/Activity	<u>August-10</u>	<u>August-09</u>	
<u>Number of Groups Booked:</u>	4	3	
Revenue Booked:	\$52,758	\$117,185	-55%
Projected Commission:	\$5,275	\$11,230	-53%
Room Nights:	430	954	-55%
Number of Delegates:	575	183	214%
Booked Group Types:	1 Corp. 1 Assn 1 TA, 1 Foundation	1 Corp., 1 Assn. 1 Govt.	
Lost Business, # of Groups:	9	6	

<u>Arrived in the month</u>	<u>August-10</u>	<u>August-09</u>	
Number of Groups:	8	5	
Revenue Arrived:	\$219,566	\$101,663	116%
Projected Commission:	\$14,117	\$9,237	53%
Number of Room Nights:	1294	534	142%
Number of Delegates:	830	330	152%
Arrived Group Type:	1 Corp., 6 Assn. 1 Society	1 Corp., 1 Assn., 1 Smf 1 Govt., 1 TA	

Monthly Detail/Activity	<u>July-10</u>	<u>July-09</u>	
<u>Number of Groups Booked:</u>	5	2	
Revenue Booked:	\$47,336	\$213,831	-78%
Projected Commission:	\$4,733	\$21,373	-78%
Room Nights:	484	575	-16%
Number of Delegates:	373	1220	-69%
Booked Group Types:	1 Corp., 3 Assn. 1 Govt.	1 Corp. 1 Assn.	
Lost Business, # of Groups:	8	3	

<u>Arrived in the month</u>	<u>July-10</u>	<u>July-09</u>	
Number of Groups:	8	7	
Revenue Arrived:	\$579,888	\$293,154	98%
Projected Commission:	\$44,258	\$18,331	141%
Number of Room Nights:	2813	1268	122%
Number of Delegates:	1479	724	104%
Arrived Group Type:	1 Corp., 6 Assn. 1 Smf	5 Assn., 1 Smf, 1 TA	

Future Year Bookings, booked in this fiscal year:

For 2011/12:	\$15,093	(Goal) \$100,000
For 2012/13:		\$50,000

NUMBER OF LEADS Generated as of 4/30/11: 60

Total Number of Leads Generated in Previous Years:

2009/2010: 107
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

North Shore:						
April '11						
Groups Booked: 4						
Placer County:	1	Room Nights:	162	Delegates:	80	Revenue: \$39,220
Washoe County:	2	Room Nights:	615	Delegates:	530	Revenue: \$51,457
Nevada County:	1	Room Nights:	35	Delegates:	25	Revenue: \$4,515
Groups Arrived: 2						
Placer County:	1	Room Nights:	1050	Delegates:	300	Revenue: \$99,225
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	1	Room Nights:	35	Delegates:	25	Revenue: \$4,515
May '11						
Groups Booked:						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
Groups Arrived:						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
June '11						
Groups Booked:						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
Groups Arrived:						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
Quarter total by county:						
Groups Booked:						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
Groups Arrived:						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:

Board/Staff Follow-up on Previous Action Items

Assigned	Date	Action	Status	Date Completed
Andy	7/7/10	Marketing Committee to work on quantifying Key Performance Objectives.	On-going	
Kym	9/1/10	Include in Grant Funding Application the proposed ROI for the grant, have grantees report the proposed versus actual ROI and have grantees notify the committee if any material changes are made in the grantees use of funds.	May Chamber Advisory Committee meeting	5/25/11
Staff	9/1/10	Take the codification of the Chamber of Commerce Advisory Committee & structure to the Chamber of Commerce Committee for discussion and recommendation.	On-going	
Ron/Andy	9/1/10	Document the chronology of the Marketing Conference Equity Committee negotiations and present to the Board Executive Committee and Director Beck for resolution direction.	April 11, 2011	Submitted to County 4/18
Staff	11/3/10	Clarify requirements for Business Association Grants and Community Marketing Grants.	May Chamber Advisory Committee meeting	5/25/11
Kim	11/3/10	Dissolve the NLTCC and TNVCB corporations.	Receipt of final dissolution package acknowledged by Secretary of State	
Ron	2/2/11	Provide more information on wayfinding signage project.	June Board meeting	
Ron	4/6/11	Prepare guidelines for NLTRA advocacy/response to proposed projects.	July Board meeting	
Andy	4/6/11	Marketing Committee develop conference sales strategy for Board presentation.	June Marketing Committee; July Board meeting	
Ron	5/4/11	Staff work with TTD, TMA, & LSC to develop RFP for North Lake Tahoe Express.	July Joint Committee meeting	