



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

Preliminary Minutes

ATTENDANCE: Dave Wilderotter, Ron Parson, Graham Rock, Roger Beck, Ron McIntyre, Deb Dudley, Alex Mourelatos, Tom Murphy, Jim Kercher, and Jennifer Merchant

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

OTHERS IN ATTENDANCE: Cathy Davis, Wendy Hummer and Dave McClure

1.0 CALL TO ORDER – ESTABLISH QUORUM

- 1.1 The meeting was called to order at 8:35 a.m. by Board Chair Alex Mourelatos and a quorum was established.

2.0 PUBLIC FORUM

- 2.1 Dave McClure reported on Placer County's response to the Sierra Business Council's conduct at the May 2007 workshops in Kings Beach related to the Kings Beach Commercial Core Improvement project. He said the results of those workshops formed the only basis for community consensus. He said that Gordon Shaw of LSC Transportation, in an e-mail dated February 15th to the program director at SBC, cautioned that there would be negative safety impacts to the backstreets of Kings Beach with the three lane option. Dave said this information was not available at the workshops. In addition, findings in the draft EIR/EIS were not presented. He said the EIR did not include an environmental analysis for the neighborhoods receiving "cut through" traffic. He asked why the NLTRA Board made the contract with SBC. Dave Wilderotter confirmed that he attended the first workshop and Gordon Shaw did present the information related to safety in the grid. Ron McIntyre reminded everyone that the NLTRA is not a planning entity. He noted there is legal action associated with the project and referred Mr. McClure's questions related to this issue to Placer County.

3.0 AGENDA AMENDMENTS AND APPROVAL

- 3.1 **M/S/C (McIntyre/Parson) (10/0) to amend the agenda by moving up the Marketing Report earlier in the meeting to item D3 to discuss our response to Jennifer Merchant's letter dated December 31st related to Washoe County booking equity and the addition of item 7A, a Board update on discussions between the Executive Committee and Placer County Board of Supervisors.**
- 3.2 **M/S/C (Parson/McIntyre) (10/0) to amend the agenda to include a Closed Session item related to personnel matters at the end of the meeting.**
- 3.3 **M/S/C (Murphy/Rock) (10/0) to approve the agenda as amended.**

4.0 CONSENT CALENDAR

- 4.1 M/S/C (Merchant/Parson) (10/0) to approve the consent calendar with the exception of the Marketing Committee's request to use \$40,000 of marketing reserves for an expanded winter TV campaign in the Bay Area.**

5.0 ELECTION OF BALANCE OF BOARD OFFICERS FOR 2009 (VICE CHAIR, SECRETARY, AND TREASURER) FOR THE NORTH LAKE TAHOE RESORT ASSOCIATION, THE NORTH LAKE TAHOE CHAMBER OF COMMERCE AND THE TAHOE NORTH VISITORS AND CONVENTION BUREAU

- 5.1 Alex Mourelatos announced the balance of Board officers for 2009. The slate is as follows: Ron McIntyre, Vice Chair; Dan Tester, Secretary; and Deb Dudley as Treasurer. Ron Parson said the Treasurer should be a member of the Finance Committee. Deb Dudley confirmed that she would serve on the Finance Committee.**

- 5.2 Roger Beck suggested scheduling a Board workshop or retreat in the near future to discuss the needs and approach for the organization in 2009.**

- 5.3 M/S/C (Parson/Beck) (9/0/1 Abstention-Merchant) to approve the balance of Board officers for 2009 as follows; Ron McIntyre as Vice Chair; Dan Tester, Secretary; and Deb Dudley as Treasurer.**

6.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE COMMITTEE CHAIRPERSONS FOR 2009, AS ELECTED BY EACH COMMITTEE

- 6.1 Steve Teshara reviewed the approved committee chairpersons for 2009, as elected by each committee. He noted that the Finance Committee and Lodging Subcommittee have yet to approve Chairpersons.**

- 6.2 M/S/C (Parson/Dudley) (10/0) to endorse the committee chairpersons for 2009, as elected by each committee.**

7.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE NLTRA MEMBERS TO THE NORTH LAKE TAHOE COOPERATIVE MARKETING COMMITTEE (CMC) FOR 2009

- 7.1 Andy Chapman reviewed the proposed slate of NLTRA representatives on the North Lake Tahoe Cooperative Marketing Committee (CMC) for 2009. The slate is as follows; Alex Mourelatos, Dan Tester, Julie Maurer and Steve Teshara. The format of committee representation from each organization is two Board members, the Executive Directors of each organization, and one lay member. Andy reported that this year's Incline representatives on the CMC will be Bill Wood, Crystal Bay Club; Brad Mettler, Hyatt Regency Lake Tahoe; Catherine Atack, Lake Tahoe Shakespeare Festival; and Bill Hoffman, Incline Village Crystal Bay Visitors Bureau (IVCBVB).**

- 7.2 M/S/C (Parson/Wilderotter) (10/0) to approve the slate of NLTRA members to North Lake Tahoe Cooperative Marketing Committee for 2009, as presented.**

8.0 MARKETING REPORT

- 8.1 Andy Chapman reported that the Cooperative Marketing Committee (CMC) approved the shift of funds from spring/early summer to fund an expanded TV winter campaign in the Bay Area. He said we received a matching grant from ComCast in the amount of \$33,000 for a three week television campaign in the Bay Area. The buy includes a spot on 8 cable networks in the Bay Area on 5 different channels for a total 480 spots per channel. At the January 29th meeting, the Marketing Committee discussed the potential**

for expanding that effort with the possible use of marketing reserves. The indicators from the current spot running show an increase in San Francisco visitors to our Web site. Travel trends show people are traveling closer to home (Nearcation) due to the current economic climate. Jennifer Merchant asked about click throughs to the lodging properties. Andy said January numbers are not yet available, but he would follow-up and provide this information when available.

- 8.2 Cathy Davis with Smith and Jones and Wendy Hummer with EXL Media reported on three options for the extension of advertising efforts in the Bay Area. Option A is to extend media for February and March to drive traffic and increase bookings. Possible mediums to consider include TV, outdoor, and internet. Wendy said billboard rates are reasonable and there is a site available near the San Francisco airport. Cathy said given the perception that we have poor snow conditions and spending is limited, visitors may be waiting to schedule their visits until the next snowfall. Option B addresses this by placing media that can be executed at a moments notice such as TV, internet or direct response. Wendy said radio would help support local events and lodging promotions. Option C is continuing with the current media plan with no additions.
- 8.3 Tom Murphy feels that when snow falls, we get enough media. He said we need to send our message now when the perception is that snow conditions are poor. Andy said we would be addressing that with Option A. Wendy clarified that when it is snowing and the media is greater, our ads direct people to North Lake Tahoe specifically. Wendy added that ski resorts typically cut back their advertising in March, but Easter is in April this year. Tom said we should promote our spring skiing. Andy said the Board needs to discuss whether to expand the program into spring. Roger Beck said leisure business is down due to the economy. He said we need to address the economy with deals and a message of good snow conditions. Cathy said radio can address economic and "value" issues better than TV since there is more time to promote lodging deals. Deb Dudley said the North Tahoe Business Association and Tahoe City Downtown Association are using cable to promote local events. She suggested we coordinate a Cool Deals message with this effort. Alex reported that 75% of click throughs from the GoTahoeNorth Web site to the lodging properties are coming through the Cool Deals page. Roger Beck suggested we replace the term Cool Deals with *Screaming Deals*. Jennifer expressed concern that we could cheapen our product with a too strong of a discount message.
- 8.4 The Board reviewed the TV spot and made suggestions. Andy confirmed that the voice over will be changed and an art card added to the end of the spot for events or promotions. Dave suggested the voice include a message about good snow conditions. Alex feels event information would be too lengthy for the commercial spot. Jennifer said the message needs to be freshened up with more current information. Tom expressed concern about powder shots. He said it sets us up for failure because the expectations are focused on powder. Andy confirmed that we have *groomed* footage that can be included. He said the spot will be revamped visually with a new voice over. Roger suggested including the names of our resorts to make a North Shore connection. Once revised, Alex asked staff to bring the updated spot to the Board for review.
- 8.5 **M/S/C (Parson/Dudley) (10/0) to approve up to \$40,000, from a source to be determined, for staff to develop a marketing program to improve bookings in late February and March.**
- 8.6 Alex reported that the Marketing Committee recommended using marketing reserve funds up to \$40,000 to fund the expanded winter TV campaign in the Bay Area. He confirmed that the request is consistent with the reserve policy. Graham Rock expressed concern about replenishing the reserve account next year if TOT is reduced this year. Alex said the reserve amount is based on our existing budget, so if next year's budget is

reduced, the reserve requirement will also decrease. Tom feels that if the economic issues are addressed in the message, it is a prudent expenditure. Ron McIntyre also expressed concern about potential shortfall in the next fiscal year and cautioned the Board. Jennifer confirmed that the Marketing Committee did not have the opportunity to review other funding options.

- 8.7 Roger Beck asked if Incline would benefit from the expenditure. Alex said this is a NLTRA expenditure. Roger noted that Incline is still receiving the benefit. Andy explained that we have benefited from Incline expenditures in the past. Jennifer suggested the promotions should be more focused on California lodging. Roger noted that coop dollars were expended on the production of the commercial. Graham said it would be a mistake to exclude Incline in our efforts. He feels it is important to maintain a strong open relationship with our coop partners.
- 8.8 Ron Parson anticipates less TOT this year and expressed concern about the use of next year's marketing funds in this current year. He suggested the organization consider other cost saving measures to find the funds for marketing. Graham asked about a contribution from Truckee. Steve reported that Truckee does not plan to contribute to marketing in the current year, but conversations about coop participation are still underway. Ron McIntyre said based on economic indicators, the 2nd quarter shows a downturn; however, there is a significant amount of cushion if our percentages remain the same. Jennifer confirmed that if the 2nd quarter TOT is down, she will meet with the Finance Committee to discuss potential impacts to the budget. Ron clarified that carryover is yet to be determined. Jennifer said we should not anticipate carryover. Steve noted that due to the County aggressively collecting TOT, there are more people paying which could generate carryover. Deb Dudley agreed that there are now more properties contributing to TOT than in prior years. Alex asked staff if there are any additional funds in the budget this year to put towards marketing. Andy said the reforecast shows few uncommitted funds. Dave said our expanded efforts are not only increasing resort revenues, but also TOT and sales tax. He said we are taking money from next year to increase TOT this year that we potentially won't see in our budget because the percentages are no longer based on the 60/40 split. He said the County should take that into account during the budgeting process. Jennifer said staff should identify sources of funding in other areas of the budget besides marketing. She said the County is struggling with its budget. She suggested cutting back internally such as staff and insurance instead of looking externally to the County for funding. Deb Dudley reported that there are case studies available that show what other similar organizations are doing to address declining TOT. She said we should review those studies and discuss potential strategies.
- 8.9 Ron McIntyre requested a sales tax update from Placer County. Jennifer said she would send the report to Board.
- 8.10 **M/S/C (Beck/Dudley) (10/0) to approve up to \$40,000 from marketing reserves to expand the winter TV campaign in the Bay Area, but with direction to staff to make a concerted effort to identify alternative funding sources.**

9.0 PRESENTATION ON THE NORTH LAKE TAHOE MARKETING COOPERATIVE, INCLUDING ROI INFORMATION, AND THE PROCESS FOR CONSIDERATION OF EXTENDING THE COOP LEGAL AGREEMENT

- 9.1 Andy Chapman reported that the current coop legal agreement expires this fiscal year (June 30, 2009). A subcommittee from both organizations met to review the legal agreement and discuss any potential changes. Under item 1.7, since it is very unlikely that any participants would join at the same funding level, a change in the language is proposed to use the term "Limited Partners." Andy reported that the NLTRA's Marketing

Committee discussed the language in the mission statement and whether it should include regional markets. Andy reviewed the Marketing Performance Review document. He said in fiscal year 2005/06 there was a higher regional frequency due to central reservations. Total media placed since 2005/06 shows an increase. In addition, online activity shows an increase in unique visitors as well as repeat visitors. Andy reported that open e-mail rates have decreased, but are high in comparison to the industry average. Booked business in Conference Sales is consistent. Andy noted that we have kept up productivity and bookings without a second sales position. He reminded everyone that the Marketing Committee will review and discuss these indicators and “Building Blocks” for the FY-2009/2010 marketing budget on February 24th and make a recommendation to the Board in March.

- 9.2 Jennifer Merchant suggested that if media dollars increased by 90%, the indicators should also increase by that amount. Steve said only if the money was for direct consumer advertising. Jennifer requested that information be reported separately. Andy explained that driving consumers to the Web site should show an indication of our efforts. Ron McIntyre asked staff to report on Incline's spending before the coop, in order to determine whether combining our efforts is beneficial. Andy said our properties were not receiving the benefit from Incline's efforts prior to the coop. Ron Parson suggested we look at our investment vs. total investment. Andy said you would need to extrapolate a percentage of the total to a percentage of what we are spending in individual marketing areas. He said you can't break out the individual dollar amount as it relates to NLTRA funding because they are coop dollars. Roger Beck said our goal is to drive people to the Web site. A useful measurement would be to show how much we are spending per visit to the Web site and click through to the lodging properties. Deb Dudley said that would not be a clear indication since people book travel differently. She said all indicators are valuable because we are also trying to drive awareness to the destination. Roger said we need to measure how we are spending the money to demonstrate our value. Deb clarified that we should use a variety of indicators as a true measurement of our success in marketing a destination, not just visits to the Web site.
- 9.3 Andy confirmed that staff is working with the agency on updating the indicators to better measure the success of our efforts. The revised information will be brought forward to the Marketing Committee and Board for review. Jennifer cautioned against taking credit for anything we haven't done. She noted that we can only take credit for click throughs. She asked for more information related to equity and cost per click through to our lodging properties. Deb said click throughs are not the only indicator that we can take credit for. She said we contribute marketing dollars to other coop efforts with partners such as the Sierra Ski Marketing Council and Ski Lake Tahoe. ROI from those efforts need to be taken into consideration which is why a group of indicators such as sales tax, click throughs, and occupancy is the only way to truly measure whether our efforts are making a difference. Jennifer agreed that we should review ROI based on those partnerships. She would also like more information on our annual contribution to the coop. She asked staff to include more indicators such as number of rooms booked. Alex asked staff to revisit the performance measures and look at specific indicators of all our marketing investments as they relate to the coop. Alex recognized that it is sometimes difficult to measure ROI. Jennifer said the information provided is useful, but she would also like to see click through reports by fiscal year. In addition, she asked for more clarity on the decision making process for marketing expenditures. From Placer County's point of view, the NLTRA Board makes the final decision.

10.0 REVIEW REVISED SCHEDULE OF MEETINGS AND WORKSHOPS TO SOLICIT INPUT AND DEVELOP MARKETING DIRECTION AND BUDGET FOR FY-2009/10

- 10.1 The next Marketing Committee meeting is scheduled to be held on February 24th. The committee will review and discuss “Building Blocks” for the FY-2009/2010 marketing

budget. The Marketing Committee and Community workshop is scheduled to be held at the North Tahoe Events Center on March 3rd. After a presentation, the community will be asked to provide input on development of the Marketing Plan and funding for FY - 2009/2010.

11.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE DECEMBER 31, 2008 FINANCIAL STATEMENTS

11.1 Sally Lyon reviewed the December 31, 2008 Financial Statements. She reported there was discussion related to rental car mitigation fees. In addition, transportation projects are running under budget due to timing. Andy Chapman reported that, to date, Ski Tahoe North lift ticket sales have far exceeded last year's sales. He noted the ticket is sold internationally. Roger Beck asked about variances including the (\$16,800) in conference commissions. Sally reported that commissions came in less than projected. The Chamber membership write-offs are members that were billed, but have indicated that they are not renewing. Roger asked about the \$27,000 in grant funding. Sally said that amount was additional monies from participants outside Placer County that came into the NLTRA to help fund the performing arts study. The amount was not included in our budget which is why it shows a positive variance to budget.

11.2 Steve Teshara reminded the Board that each fiscal year, staff prepares a six month actual/six month forecast and a nine month actual/three month forecast. Sally noted where staff made adjustments to the budget. She highlighted the marketing research line item. She said this item was not budgeted but funded from prior year reserves that were in excess of the required funding. In addition, the conference marketing-PUD line item was not a budgeted expense, but funded from prior year reserves. She said this amount is to be replenished in 2009/10. Steve added that staff anticipates marketing to break even at the end of the fiscal year. Sally reported that we are projecting transportation to be \$40,000 positive to budget pending the North Lake Tahoe Express billing. Steve clarified that overall the company is tracking close to budget. He said if there are any significant changes going forward, they will be addressed in the nine month actual/three month forecast.

11.3 **M/S/C (Parson/Dudley) (10/0) to approve the December 31, 2008 Financial Statements.**

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

12.1 Alex Mourelatos reported that the NLTRA received a letter from Jennifer Merchant dated December 31st related to conference marketing booking improvements. He said representatives from both the NLTRA and IVCBVB adopted a plan to determine equitability in the Placer and Washoe TOT funding of the CMC's conference program marketing and booking. The committee also established a review and action process for maintaining program equitability. The response from the CEO's office related to the process for determining equitability stated the NLTRA's approach is unacceptable. They have asked for additional information, such as Incline's operational overhead and staff time spent on conference marketing and booking. The County also expressed concern related to a three year rolling average and said equity should be determined on an annual basis.

12.2 Steve Teshara distributed a letter from Bill Hoffman in response to the County's letter in which Mr. Hoffman described the coop as a "marketing programs only" agreement. He also said it is difficult to properly evaluate operations related to marketing within our two distinctly different organizations. He suggested we determine equity based on room tax expenditures and room tax collection. Alex said the Board recognizes the County's need to determine equity, but we also value the relationship with the IVCBVB. He said the

Board needs to measure the benefit of the coop vs. what is being requested. Ron Parson said it is not appropriate to ask Incline staff how they spend their time. He said we need to respond to how our organization is spending money. Jennifer explained that Incline's allocation of expenditures was included in the comparison of establishing equity. She said we need to know what we are getting from them if they say they are benefitting Placer County. Deb Dudley asked Jennifer how to move forward on this issue. Jennifer suggested the subcommittee (without Bill Hoffman) and members of the CEO's office meet to further discuss the issue.

- 12.3 Ron McIntyre feels the committee showed equity and the NLTRA Board should reinforce its original position. He said this issue should be made part of the overall record and any negotiation with the Placer County Board of Supervisors. Ron Parson said we need to meet with the right person at the County to review the process again. He said Jennifer's letter did not request information that we can address. Alex said the larger issue is that the County does not trust what we put forward as a Board. Deb said it is a matter of educating the County about the benefit we receive as part of our coop efforts. Jennifer agreed and said she has requested ROI of Incline's efforts, but it has not been provided. It is not a matter of trust, but lack of information. Jennifer said she does not anticipate a conclusion with one meeting. Alex expressed concern about the short timeframe in reaching compliance. Jennifer said as long as we are moving toward establishing compliance the timeframe is not an issue. She said the resolution of this issue must be acceptable to Placer County. Alex said the process is unclear. He asked Jennifer to bring forward clear steps for reaching compliance. Jennifer said she would not bring forward that information. She said the contract says the establishment of equitability must be acceptable to Placer County, she has asked information to make a determination and that information has not been provided. Deb said since Bill will not provide the information that was requested, what information would allow us to move forward. She said we can only give information on what we control. Jennifer asked for ROI based on Incline Village investments to assess the equitability of our dollar. Deb asked the County to be sensitive to efforts made by a volunteer Board and asked the County to work with the NLTRA to reach a resolution. Graham Rock said based on Jennifer's comments, it appears the County wants to divide the coop. Jennifer confirmed the County does not want to divide the Coop. She said Placer County wants to make sure the coop is a benefit to taxpayers. Alex confirmed that the County has received that answer. Roger Beck suggested a small group of board members go to Auburn to speak to County representatives to make headways on this issue. He offered his time as part this effort. Jennifer asked the group to come with indicators that would be helpful in the discussions.
- 12.4 In regards to the Conflict of Interest disclosure forms, Jennifer requested that if there is a conflict, the statements must include the actual dollar amount.

13.0 BOARD UPDATE ON DISCUSSIONS BETWEEN THE EXECUTIVE COMMITTEE AND PLACER COUNTY BOARD OF SUPERVISORS

- 13.1 Alex Mourelatos reported that the Executive Committee has begun discussions with the Placer County Board of Supervisors related to contract negotiations and the reestablishment of percentages (60/40) for TOT funding. He said the Executive Committee has met with all supervisors and feedback regarding the relationship between Placer County and the NLTRA is positive. The supervisors recognized that funds generated in Eastern Placer County should remain in Eastern Placer County. The Executive Committee, understanding the financial constraints in the County, is working with District 5 Supervisor Jennifer Montgomery to reaffirm the 60% prior to contract negotiations. Ron McIntyre agreed and said the intent is to reestablish the 1995 resolution related to TOT funding percentages. The Executive Committee recognizes the funding shortfalls in the County, but asked that our participation be proportionate to other participation in the County.

- 13.2 Deb Dudley said she has a moral dilemma with the community not knowing that the funding percentages were changed. She said as we move forward, we need to fully vet the issue with the community. Ron McIntyre clarified that the percentage change was based on County funding shortfalls. Jennifer Merchant said it is a Board of Supervisors decision to change its policy. Ron Parson said the County works for the community and this change was forced on the organization. He feels that had the community known, they would have expressed their concerns. He suggested we inform our constituents. Alex said the intent is to maintain a relationship with the County and to move forward most expeditiously. Roger Beck suggested we send a letter to our membership and the newspaper to inform the public of the current issue. Jennifer clarified that the actual election that occurred for the 2% TOT increase is silent on where specifically in North Lake Tahoe the money goes. It does not need to go through the NLTRA. She said there was not a change in the vote, but a change in policy due to the financial crisis. Jennifer confirmed that the money is still being spent in North Lake Tahoe to maintain county services. Ron McIntyre anticipates a reaffirmation of the original intent.

14.0 CHAMBER OF COMMERCE REPORT

- 14.1 Kym Fabel reported that the 2009 Leadership Program began last month. She said the attendees have expressed their enthusiasm for the program content.
- 14.2 The Chamber participated in a focus group for Washoe County workforce housing. Kym served on a panel with members from the Incline Village General Improvement District (IVGID) and Sierra Nevada College to identify housing challenges in Incline Village. Surveys will be distributed to businesses and employees. She will report on survey results in April.
- 14.3 Kym reported that the Chamber is participating in the Sierra Green Building Association's green business awards program. The Chamber Web site will host the application process. She said this is good promotion for our site and membership. The awards program is scheduled to be held in November.
- 14.4 The online membership renewal form has been very beneficial. It is a great sales tool for the Chamber.
- 14.5 Kym reported on the survey results from the Chamber Holiday Business Survey results. Business owners reported that they felt there were fewer customers this year and the average customer is spending less. Overall 21% thought it was better over last year, but 64% thought it was worse. In reaction to the economic climate, many business owners are reducing employee hours. Managers and owners are spending more time on the front line. Challenges ahead include advertising and motivating employees. The business community feels the Chamber should offer more business to business promotional opportunities and promote unique events. Kym said she would send out the next business survey after the President's Day holiday.
- 14.6 The 55th Annual Community Awards Dinner is scheduled to be held Thursday, February 12th at the Resort at Squaw Creek beginning at 6:00 p.m. Kym encouraged all Board members to attend.
- 14.7 The next mixer is scheduled to be held at Garwood's on Thursday, February 26th to promote SnowFest! This weekend Squaw Valley will host the Raising of the Rings Fundraiser for the Olympic Heritage Celebration. The Dew Tour is coming to our area February 19th through the 22nd. Northstar will host the event. The Tram Face event at Squaw Valley will be held this month.

14.8 Kym reported that there are currently 649 Chamber members.

15.0 ACTIVITY REPORT

15.1 Ron Treabess reported that all winter transit services were underway as of December 19th and will run until April 12th. Ridership on TART is up 17% for the first 30 days of the winter season. This overall percentage includes a 36% increase along the Highway 89 corridor and a 15% increase on the Highway 267 route. The Night Rider service has shown continued growth amongst visitors, residents, and employees. The first 43 days of winter operation has served over 16,200 passengers which exceeds the total 2007-08 ridership.

15.2 Ron summarized the process of approval for the Tahoe Vista/Northstar pilot shuttle program. He confirmed the service is operating weekends through Easter including the Monday of the Martin Luther King holiday and President's week. Tom said the service change and approval of the final plan should have been vetted by the Board. Ron acknowledged Tom's concerns and explained that a letter was sent from the County to NLTRA staff and the Board Chair indicating support for the service. It was implemented quickly due to time constraints. Alex said we need to recognize the use of Placer County TOT for projects. Ron said staff is working with our PR firm to provide that information going forward.

15.3 Ron reported on the development of transit service guidelines. He said Will Garner with Placer County, submitted a list of proposed criteria to the Joint Committee for review and feedback. Ron will continue to work with Will Garner to incorporate comments from the committee and present the revised criteria for committee consideration next month.

15.4 Staff received the final draft of the Regional Wayfinding Signage report. He said Placer County has said they cannot take the lead on the permitting process. Staff is working to get the permitting agencies together to discuss the issue with the intent of streamlining the process. Jennifer reported that the document suggests Placer County issues permits for all agencies, but they do not have authority to issue permits for Caltrans or the State. She said Placer County has an MOU agreement with TRPA to issue permits. Ron said the intent was not to have Placer County approve all signs, but a place to help direct projects proponents in the permitting process. Once completed, the document will be available for review on www.nltra.org.

15.5 The Joint Infrastructure and Transportation Committee/Community Workshop is scheduled to be held at the TCPUD on February 10th beginning at 6:00 p.m. The purpose of the workshop is for public review and feedback related on the update of Integrated Work Plan.

16.0 PRESIDENT & CEO REPORT

16.1 There were no further comments.

17.0 DIRECTORS' COMMENTS

17.1 There were no further comments.

18.0 MEETING REVIEW AND STAFF DIRECTION

- The Board suggested scheduling a workshop or retreat in the near future to discuss the needs and approach for the organization in 2009.
- The County requested a January click through report to our lodging properties.
- The Board asked staff to bring forward the plan for extending the winter campaign.

- The Board directed staff to develop a marketing program to improve bookings in late February and March but directed staff to make an effort to identify additional/alternative funding sources rather than only marketing reserves.
- Staff is working on a revision to the Performance Measurement Document to better measure the success of the organization's marketing efforts.
- The County requested more information on the NLTRA's annual contribution to the coop including indicators such as number of rooms booked. The Board asked staff to revisit the performance measures and look at specific indicators of all our marketing investments as they relate to the coop. The County also asked for more clarity on the decision making process for marketing expenditures.
- Staff will schedule Conference Marketing Equity Subcommittee meeting with the CEO's office to further discuss the issue of contract compliance.
- Jennifer Merchant confirmed she would e-mail the Placer County sales tax update to members of the Board.

19.0 ADJOURN TO CLOSED SESSION

19.1 The meeting adjourned to closed session at 12:40 p.m.

20.0 RECONVENE TO OPEN SESSION

20.1 Board Chair Mourelatos reported that the Board provided direction to the Executive Committee regarding personnel matters.

21.0 ADJOURNMENT

21.1 The meeting adjourned at 1:30 p.m.

Submitted by,
Sarah Holster
Executive Assistant



FINANCE COMMITTEE MINUTES

Monday, February 2, 2009 – 11:00 a.m.

NLTRA Conference Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Ron McIntyre, Ron Parson, Mike Salmon (conference call), Gretchen Nedved (conference call) and Alex Mourelatos (11:44 a.m.)

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

OTHERS IN ATTENDANCE: Jennifer Merchant

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 11:00 a.m. by Chairman Ron McIntyre and a quorum was established.

2.0 PUBLIC FORUM

2.1 There were no public comments.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 M/S/C (Nedved/Salmon) (4/0) to approve the agenda as presented.

4.0 APPROVAL OF MINUTES

4.1 M/S/C (Parson/Nedved) (4/0) to approve the Finance Committee minutes of January 5, 2009 as presented.

5.0 REPORT ON FOLLOW-UP ITEMS FROM PREVIOUS MEETINGS

5.1 Ron Parson noted that at last meeting, Sally agreed to prepare proposed key performance indicators, but they were not included on the agenda for review. Sally explained that she prepared a packet of materials that show a 6 year trend analysis of revenue and expense. The purpose of the document is to begin preliminary discussions today. Staff can bring more detailed information to the next meeting if requested by the committee. Mr. Parson emphasized that we need key performance indicators to make sure that each part of the organization's functions, demonstrate efficiency.

5.2 Jennifer Merchant asked if the committee reviewed her e-mail in response to questions and concerns that were raised at the last meeting. Ron McIntyre noted that interest income was not included in the e-mail. Jennifer confirmed that she will not have the information until the County has completed its budget workshops this February. She anticipated having the reports by the March Finance Committee meeting.

- 5.3 Ron Parson said it appears the process for requesting infrastructure funds is inefficient. Jennifer confirmed that the County asked the NLTRA to spend down infrastructure funds. NLTRA staff and Jennifer developed a plan to request funds on a quarterly basis. The request requires a report showing how money was spent and projected expenditures for new funds. She said she is still working with staff to streamline the process. Ron McIntyre asked for clarification about the second part of paragraph in the e-mail referring to "unapproved" invoices. Ron Treabess said "unapproved" means invoices that weren't anticipated in the quarterly request for funds. Sally clarified that we do not pay anything that has not gone through the approval process. Ron McIntyre noted that the approval process is by project, not by invoice. Jennifer confirmed that the Board of Supervisors approves the projects, but the CEO's office approves the expenditures. She expressed concern that staff had spent money for project expenditures, not approved by the County, out of the infrastructure minimum. Sally explained that we had already spent money on projects, for which County funding had been approved but not provided. This left negative balances in some project line items. She said the NLTRA should have requested those funds in May. Jennifer confirmed that this should be resolved with the next payment request. She asked Sally to note the cause of negative balances next to each project. The committee expressed its desire that all negative balances be resolved by the end of the fiscal year.
- 5.4 Discussion followed in regards to the issue raised at last meeting regarding the use of rental car mitigation fees. Ron Treabess confirmed that the NLTRA does not receive direct funds from rental car mitigation fees. He confirmed that the TMA receives money in the amount of \$30,000. The TMA sends \$15,000 to the NLTRA, but the money goes back to the TMA for marketing. Ron McIntyre reported that in the past, we received a check from TMA for transit operations. Steve said NLTRA staff would meet with Jan Colyer with TMA to research whether the NLTRA is still supposed to receive car rental mitigation funds for transit operations and to streamline the flow of car rental mitigation funds from TRPA/TTD to the North Shore. Alex Mourelatos requested a report from staff on their meeting with Jan.
- 5.5 Ron McIntyre asked Ron Parson to bring forward specific suggestions as it relates to performance indicators. Ron Parson confirmed that he has met with Sally to better understand the company's financial reporting. He also intends to meet with Jennifer Merchant before he brings back specific recommendations.
- 5.6 Ron McIntyre asked about staff's follow-up item related to time spent on County required reporting documents. Steve said reporting is time consuming, but does not generate extra costs. Ron feels that if more time is spent on reporting, it needs to be addressed in the budget negotiations. Jennifer confirmed that the County has not requested reporting in addition to the TOT summary and the Infrastructure tracking report. Alex said his goal is to ensure efficiency in all NLTRA reporting. Alex suggested staff provide an inventory of standard reports that are produced to discuss streamlining the process. Ron Parson agreed and asked staff to include time spent producing the reports.
- 5.7 Ron McIntyre reported that consistent with Board direction, the Executive Committee is currently in discussions with the Board of Supervisors to reestablish the original intent of funding percentages for the NLTRA budget.

6.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE THE DECEMBER 31, 2008 FINANCIAL STATEMENTS

- 6.1 Sally Lyon reviewed the Financial Analysis for the six months ending December 31, 2008. The Statement of Financial Position showed that at the end of December operating cash is \$1,022,000. Marketing Cooperative cash is \$173,000 and Infrastructure cash is \$36,000. The receivable from the County for Marketing,

Transportation, and G & A is \$2.1 million. Infrastructure funds being held by the County is booked as a separate receivable in the amount of \$6.2 million. Unearned revenue and deferred support related to Infrastructure is \$6.3 million. Chamber membership accounts receivable is down \$21,000 from a month ago and prior year with good collections. Accounts payable is down \$116,000 from a month ago due to transportation invoices paid. Change in net assets is \$89,000 for the month of December and \$226,000 year-to-date.

- 6.2 The Statement of Cash Flows shows that cash and cash equivalents, including Infrastructure Investments, is down \$495,000 from the same month a year ago with spending down of infrastructure funds as requested by the County. There is a total decrease in cash of \$170,000 for the six months ending December 31, 2008.
- 6.3 Sally highlighted items on the variance report. She reported that commissions on Ski Tahoe North tickets are \$11,000 up from the budget. In addition, Group Sales commissions are up \$6,000. Miscellaneous income includes rental car mitigation fees. The Community Marketing program variance is due to timing.
- 6.4 Discussion followed in regards to the December 31, 2008 Financial Statements.
 - 6.4.1 Gretchen Nedved asked about the TOT summary report and whether it is the most efficient format. Sally explained that the revenue page is based on a monthly payment which is 1/12 of the fiscal year so the number does not change from month to month. This was the format requested previously by the CEO's office. As for the expenditure page under marketing, the Community Marketing Program and Placer County Film are matched to actual expenditures. She is able to tie both Infrastructure and Visitor Support to the financial statements, but it is more difficult for marketing. She said the line items on the report are not financial statement numbers. Ron Parson said it is difficult to cross reference any numbers with the financial statements and TOT summary report. Sally explained that several line items in the Placer County TOT budget are combined under project costs. Gretchen would like the reports to be more useful and correlate with the financial statements. Sally suggested she have more input into revising the format of the TOT Budget so that it would be easier to correlate with the NLTRA Financial Statements. Sally and Steve will further discuss with Gretchen and report back.
 - 6.4.2 Gretchen asked about the research and planning line item under Tahoe Capital Improvements. She said it appears to be over budget. Steve Teshara explained that there was carryover from last year that the County asked us to use this year. He suggested it be put in a separate category so as to avoid confusion and the appearance that we were "spending over budget." Gretchen asked for a list of fixed assets. Sally said she would e-mail a summary list to Gretchen. Sally noted that NLTRA depreciation is based on the number of employees. Gretchen asked for clarification about Management/Administration that is allocated back to programs. Sally explained that Transportation and Infrastructure are allocated based on the County contract; the balance is allocated to departments as a ratio of total revenue to those departments. Steve noted the allocation is a separate agreed upon formula that was recommended by our auditor and agreed to by the County auditor and the CEO's office.
 - 6.4.3 Ron Parson reported that he's concerned with overhead costs. He said there is a perception that NLTRA's overhead is 44.8% of the budget. Steve said that is based on the TOT budget, which is not an accurate reflection of how the company's overhead is allocated. Steve said it is the responsibility of the Finance Committee and Board to address these misconceptions and direct

community members to the correct reports. Jennifer said it is important for the public to know what portion of TOT is spent on personnel and overhead. Alex hopes the County is sympathetic to this issue and will make an adjustment to the TOT budget to accurately reflect how we allocate and spend TOT funds. Steve said next meeting staff will bring forward information for review in order to direct the community to the proper reporting documents. He added that the annual NLTRA Strategic Business Plan is a good place to find accurate summary information.

6.4.4 Ron McIntyre asked for clarification regarding the \$256,000 in Visitor Support and Transportation. Sally reported that that amount is forecasted to be \$40,000 at the end of the year. Sally explained that both TART (Fall Highway 89 service) and the North Lake Tahoe Express are behind on billing.

6.5 M/S/C (Salmon/Parson) (5/0) to recommend to the NLTRA Board of Directors the approval of the December 31, 2008 Financial Statements.

7.0 PRESENTATION/REVIEW/DISCUSSION – FINANCIAL FORECAST – SIX MONTHS ACTUAL, SIX MONTH FORECAST

7.1 Sally Lyon reported on the Six Months Actual, Six Month Forecast for the year ending June 30, 2009.

7.2 Jennifer asked about Conference commissions. Andy said the Conference numbers show what is currently booked. He anticipates it will come in close to budget. Jennifer requested numbers from previous years for comparison to better understand conference trends.

7.3 Ron McIntyre asked about workers compensation decreased rate. Sally said it is a combination of a decreased rate and reduced staff.

7.4 Ron Parson asked for breakage on Ski Tahoe North tickets. Sally last year there was none, but typically it ranges between \$4,000-\$6,000.

7.5 Sally reviewed consolidation of departments compared to budget and prior year. She said we are forecasting revenue up \$149,000 mostly due to infrastructure projects. Jennifer said she would prefer to see the report without infrastructure. Sally said increases/decreases in Infrastructure project expenditures does not impact the bottom line. She also noted the report which provides a financial statement excluding infrastructure. Sally reported that the functional expense is just under \$1.2 million. General and Administrative is forecasted to have a profit of just over \$3,000. Marketing is projecting a loss of \$17,000. Andy clarified \$11,000 is coming from prior year reserve funding (reserve funds in excess of the required 15%). In Conference, we are projecting a negative \$21,000 including \$15,000 of the Board approved expenditure for the North Tahoe Events Center to be funded by reserves. The \$15,000 will be replenished in FY-2009/10. Visitor Support and Transportation is projected to have a net profit of \$43,000 due to less expense for the summer trolley (TART) and summer traffic management (CHP). Ron McIntyre asked if that amount can be used next year for additional transit services. Jennifer said the contract allocation for transportation will likely be reduced that amount next year. Visitor Information is projected to have a net profit of \$11,000 and Chamber a negative \$2,500. The company wide projection excluding infrastructure is a positive \$17,691. Sally reported that infrastructure is a break even with revenues matched to expenditure. Steve said we are projected to meet budget by the end of the year. At the committee's request, staff will distribute and review the Six Month Actual, Six Month Forecast to the Board at Wednesday's Board meeting.

7.6 Ron Parson said it appears the organization is tracking close to budget, but suggested the organization may need to make “hard choices” during these adverse economic times in order to maintain our marketing message. Ron McIntyre feels it is not the optimal time to market to skiers due to questionable snow quality. There was discussion related to snow conditions. Andy reported that the conditions are good and the San Francisco Chronicle called it the *Highlight Weekend of the Year*. Andy said we are working to get the message out that we have great snow conditions. Ron Parson suggested the NLTRA lay off 50% of the staff to make funds available for marketing. He feels staff should review expenses and make cuts. Steve said another choice would be to take more money budgeted for marketing in the spring and early summer and move it to the winter. He added that some of this money has already been moved to fund our current Bay Area TV campaign. In addition, Steve said in order to free-up additional money for marketing; we could uniformly apply the NLTRA adopted allocated expense formula to transportation and infrastructure. Currently (and for many years), marketing has subsidized the allocated expense for transportation and infrastructure, which are capped by our County contract. Ron McIntyre said in the past, we were able to show the County that marketing is unfairly burdened and received increases in infrastructure and transportation overhead. He said both the NLTRA and CEO staffs need to discuss this issue.

7.7 Gretchen Nedved asked if accounts receivable is factored into the forecast. Sally said collections are a cash flow issue and don't impact the forecast.

8.0 NORTH LAKE TAHOE RESORT ASSOCIATION OPERATIONAL AND EXPENSE MANAGEMENT PRACTICES

8.1 In response to comments at last month's committee and a recent e-mail, by NLTRA Board member Roger Beck, Steve said staff has developed a report to show operational and expense management practices. Steve confirmed that the NLTRA has not created any new positions since 2004. He also noted that there is one full time position vacant at this time. He reported that time worked by hourly employees is closely monitored to avoid overtime. Annual analysis is conducted on insurance options to ensure the most cost effective program. Extensive research was conducted prior to the NLTRA office move in the fall of 2006 to ensure a competitive lease rate. Ron Parson asked for cost per square foot. Sally Lyon said she would bring that information to the next meeting. Ron McIntyre asked about the anticipated increase in rent and utilities. Sally said that is mostly due to Common Area Maintenance (CAM) expenses. Ron Parson suggested we defer some of the work. Steve said we may be able to defer the replacement of windows, but these decisions are ultimately up to the property owner. Steve reported that telephone service contracts are reviewed every three years. The contract for Independent Audit services is bid every three years. All expenses are reviewed on an on-going basis.

8.2 Sally Lyon reviewed ratios compared to total revenue including Placer County funding, total program expense, salary and burden, other revenue, and total overhead without salary expense. Sally reported on the trend analysis for revenues and expenses. She said salaries have trended down since 2004 mostly due to the elimination of Central Reservations. Ron Parson expressed concern about the salary amount vs. reduction of employees over the 5 year period. Steve said the amount includes insurance increases. Alex said we've shifted to an employee base that is highly skilled. Sally reported on the consolidated department detail variance analysis to the base year (2004). Ron Parson said it raises a flag that employees were cut by 30% but payroll by 11%. He also feels that the staff is no more skilled than in 2004. Ron McIntyre said you have to consider cost increases over time. Steve said staff would bring back more information in regards to cost increases at next meeting. Ron McIntyre asked staff to show wage inflation and demonstrate the higher skill level of current staff.

9.0 COMMITTEE MEMBER COMMENTS

- 9.1 Jennifer Merchant asked for an update on the Squaw Valley bus stops project. She noted the stops are incomplete, but we've already paid out \$75,000. Ron Treabess reported that we paid Placer County \$45,000 for shelter design. The cost to build the structure is \$33,000. The Contractor's Association of Truckee-Tahoe (CATT) is donating time and materials to complete the shelters.
- 9.2 Sally Lyon reported that there are currently two Finance Committee meetings scheduled to be held in May, the first on May 4th to receive and review, with direction to staff, the 9 month actual/3 month forecast for FY-2008/2009. The second meeting is to review and provide direction to staff regarding the preliminary NLTRA Budget for FY-2009/2010. She suggested we combine the meetings into one on May 18th. The meeting will begin at 11:00 a.m. and be held in the NLTRA Conference Room.
- 9.3 Ron Parson asked about past due accounts such as Cal Neva and cautioned staff to not send them any leads until they have settled their account. Andy confirmed that the NLTRA does not send any leads from conference to the Cal Neva. Ron Parson said there is a new \$50 credit. Sally said she would confirm the amount and report back next meeting.
- 9.4 Jennifer recommended scheduling an additional Finance Committee meeting later in the month if TOT reports show a significant downturn in the 2nd quarter. She confirmed that the contract is based on collections. Ron McIntyre said whether fixed or percentage based, if there was a budget shortfall, it would affect the following fiscal year revenue. Jennifer agreed and said if down, the organization may need to make tougher decisions instead of absorbing the entire cost in next fiscal year. Ron Parson anticipates TOT decreasing. Ron McIntyre clarified that our budget will be negatively affected only if there is a 15% decline in TOT.

10.0 ACTION ITEMS

10.1 Next Meeting

- Staff will develop key performance indicators that demonstrate efficiency of the organization's functions.
- Jennifer intends to have information related to interest income by the March Finance Committee meeting.
- Sally said she would e-mail a summary list of fixed assets to Gretchen.
- Jennifer requested conference numbers from previous years to better understand conference trends.
- Staff will bring information related to cost per square foot for our office rent to the next meeting.

10.2 Future Meeting

- The committee requested a report from staff on their meeting with Jan Colyer related to car rental mitigation funds for transit operations and to streamline the flow of car rental mitigation funds from TRPA/TTD to the North Shore.
- The committee asked staff to provide an inventory of standard reports that are produced and the time spent producing them to discuss streamlining the process.
- Sally and Steve will work with Gretchen to revise the format of the TOT Budget so that it would be easier to correlate with the NLTRA Financial Statements.
- Staff will bring forward information for review in order to direct the community to the proper organizational reporting documents.

11.0 ADJOURNMENT

11.1 The Finance Committee meeting adjourned at 2:05 p.m.

Submitted by,
Sarah Holster
Executive Assistant



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CHAMBER OF COMMERCE ADVISORY COMMITTEE MEETING MINUTES

February 3rd, 2009 – 9:00 a.m.

Tahoe City Public Utility District

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Sherina Kreul, Jan Colyer, Joy Doyle, Cheri Sprenger, Alex Mourelatos, Deb Dudley, Heather Leonard, Ron Yglesias, Mike Young (9:10 a.m.), Justin Broglio (9:14 a.m.), Dave Wilderotter (9:15 a.m.) and Kay Williams (9:45 a.m.)

RESORT ASSOCIATION STAFF: Kym Fabel, Steve Teshara, Whitney Parks and Ron Treabess (9:28 a.m)

OTHERS IN ATTENDANCE: Steve Frisch, Nikki Streegan, Michael Bennett and James Rawie

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 9:04 a.m. by Chair Cheri Sprenger and a quorum was established.

2.0 PUBLIC FORUM

2.1 Members of the Committee and members of the audience introduced themselves.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 M/S/C (Dudley/Doyle) (7/0) to approve the Chamber Advisory Committee agenda as presented.

4.0 APPROVAL OF CHAMBER ADVISORY COMMITTEE MINUTES

4.1 M/S/C (Doyle /Kreul) (7/0) to approve the Chamber of Commerce Advisory Committee meeting minutes of January 6, 2009 as presented.

5.0 ELECTION OF COMMITTEE CHAIR FOR 2009, ELECTION OF GRANTS SUBCOMMITTEE CHAIR FOR 2009

5.1 M/S/C (Mourelatos/Dudley) (7/0) to approve the nomination of Justin Broglio and approve him as Chair for the 2009 Community Marketing Grants Subcommittee.

5.2 M/S/C (Mourelatos/Young) (7/0 – Abstention Sprenger) to approve the nomination of Cheri Sprenger and approve her as Chair for the 2009 Chamber of Commerce Advisory Committee.

6.0 CHAMBER PROGRAM AND PROJECT UPDATES – KYM FABEL

- 6.1 Kym Fabel discussed upcoming mixers and distributed a schedule of Chamber events. She encouraged everyone to attend the Chamber Community Awards Dinner on Thursday, February 12th. She discussed the mixer/fundraiser at Gar Woods on February 26th. This mixer will charge a \$20 admission fee to benefit SnowFest! There are also upcoming mixers at High Altitude Fitness in Incline Village and the Crest Café in Alpine Meadows.
- 6.2 Kym reviewed the Chamber Business Plan Implementation report for the months of December 2008 and January 2009. She attended the first 2009 North Lake Tahoe-Truckee Leadership class. She also participated in a housing focus group for Incline Village. She reported on the Sierra Green Business Awards which is collaboration of green awards for the region being organized by the Recycling Coordinators from Incline Village, Truckee, Placer County and Nevada County. She provided a report on the percentage of memberships by area – Tahoe City is down 1% and Truckee is up 1% from the November 2008 report. Kym reviewed the results of the Chamber Membership Holiday Survey. She noted that 67% of businesses participating reported that fewer customers visited their business and 59% reported that customers spent less compared to last year's holiday season. Dave Wilderotter reported that midweek days are slow at his business. Cheri pointed out that several respondents mention that they would like the Chamber to offer more community activities and events. Kym reported that she did not define the holiday period in the survey. She plans to conduct another survey after President's Week. The Chamber newsletter that will include these survey results will be in member mailboxes by next week.
- 6.3 Steve Teshara discussed the Lake Tahoe Regional Plan Update and the document recently produced by our Chamber in collaboration with the Lake Tahoe South Shore Chamber, entitled *Suggested Policies and Proposed Planning Principles*. A copy of this document was given to each member of the Committee. He noted that the Chamber is proactively engaging in assisting the TRPA with the Regional Plan update in order for the business community's needs to be heard and addressed in the process. He noted that there are two sections of the Planning Principles document. The first highlights comments from the community on placed-based planning and discusses the factors that are necessary to complete the process. On page 4 of the document, three factors for success in the regional plan update are listed: 1. *Broad community support for the update Plan, including Goals & Policies regulations.* 2. *Strategic use of practical incentives for investment to achieve environmental, economic and community goals.* 3. *Improved TRPA understanding and the ability to stimulate private sector and local government investment in the redevelopment, restoration and rehabilitation of commercial service needs.* The second part of the document contains information from members of the community that were randomly selected for interviews. He discussed the model that is being developed in order to test projects and scenarios with the TRPA in order to determine barriers and what regulation and code sections need to be modified. He said that vital environmental and community improvements will not happen unless private sector projects can make it through the system and become successfully implemented. Cheri Sprenger offered the support of the Chamber Advisory Committee through a letter or whatever means necessary.
- 6.4 Ron Treabess reported that the NLTRA will host a community workshop to assist in the development of the 2009-2014 Infrastructure and Transportation Integrated Work Plan. The success of this process requires participation from community members, organizations, special districts and governmental entities. He

encouraged everyone to attend the workshop to give their input. The workshop will take place on Tuesday, February 10th from 6:00 p.m. to 8:00 p.m. at the Tahoe City PUD.

7.0 COMMUNITY MARKETING PROGRAM GRANT ROI REPORT BY THE ORCHESTRA AND COMMUNITY CHORAL ARTISTS OF THE TAHOE AREA (TOCCATA)

- 7.1 James Rawie thanked the Advisory Committee for the \$500 grant from the Community Marketing Grant Program. He said the first ad placed with money from the grant focused on Messiah before Christmas. He reported that the numbers of attendance was up almost 100% from last year. He also noted that attendance was low at the concert that took place at the Resort at Squaw Creek. He said there were 150 people instead of the 750 anticipated. There were also two print ads in the Tahoe World that focused on the Baroque series of concerts. He said the event that took place at the Squaw Valley Chapel had 60 paid consumers which doubled the income from last year's concert.
- 7.2 Dave Wilderotter asked James about TOCCATA's relationship with Lake Tahoe Music Festival. James said the two were not connected at this time. He reported that TOCCATA has partnered with the Truckee Tahoe Community Chorus.

8.0 PRESENTATION BY SIERRA BUSINESS COUNCIL ON THINK LOCAL FIRST PROGRAM – STEVE FRISCH, PRESIDENT AND NIKKI STREEGAN, COMMUNICATIONS DIRECTOR

- 8.1 Steve Frisch discussed SBC's Think Local First program. He said the program's emphasis is to maximize the amount of dollars re-circulating through a local economy. He said the key is leverage economic multipliers. He noted that the Sierra Business Council's interest in Think Local First began when they created a publication in 2005 entitled Investing for Prosperity. Copies of this publication are available for download on the SBC's website. Through research for the publication, the SBC learned about the Think Local First concept. Frisch attended a seminar of the Sacramento Chamber by Rebecca Ryan that discussed an in-depth study of the next generation consumer. The next generation consumer wants authenticity and social connectivity in a community. He said it was important to bring the Think Local First concept to issues indigenous to the Lake Tahoe region as a means of building community.
- 8.2 Frisch noted that several Think Local First programs have sprouted in areas around the Sierra Nevada. The programs are rooted in the idea of shopping and buying local and tapping into the demographic of the next generation consumer to build community by creating more social connectivity and a willingness to buy in into the community. He said the SBC researched the top programs that have leveraged the concept of Think Local First. Frisch distributed a report that highlighted information on a BBMG study regarding conscious consumerism. He said that the SBC fully supports the Shop Local efforts, but the Think Local First promotes the bigger idea of building community. He said the SBC has created a retail kit to enable businesses to promote Think Local First. The kit contains information about how to promote the idea of Think Local First, as well as marketing materials to support the efforts. He said he would like to work with the Chamber of Commerce and Community Partners on this effort in order to work cooperatively and not duplicate efforts.

9.0 WORKSHOP/DISCUSSION – PREPARING FOR THE UPCOMING MARKETING WORKSHOPS

- 9.1 Steve Teshara confirmed that the Joint Marketing/Chamber Advisory/Lodging Subcommittee Workshop will be held on February 24th, 2009 at the North Tahoe Events Center. There will also be a community marketing workshop at the beginning of March.
- 9.2 Alex Mourelatos discussed that there needs to be information conveyed to the Marketing Committee regarding the Community Marketing Grants Program and its positive impacts on the community. He said there needs to be a consistency of message throughout the marketplace. Kay Williams discussed that there needs to be more of a link between event marketing and destination marketing. Perhaps, the GoTahoeNorth.com events calendar could be mentioned in some of the print ads or the TV ads. There was also discussion about addressing the events of SnowFest and Lake Tahoe Music Festival. Should these events have a line item in the NLTRA Marketing budget?
- 9.3 Deb Dudley discussed that many events need an event coach. They need someone to help them get sponsors, create cooperative marketing with lodging and other businesses, and with grant writing. There was discussion that the NLTRA could hire or contract a program manager or event coach to help add value to the Community Marketing Grant Program. Alex said the CMGP needs help with outreach and promotion, funding strategies, marketing coordination for a consistent message, and website coordination. Deb said there may be a need to reevaluate the marketing strategy this year since the economic landscape has changed dramatically from last year. There was discussion about the ease of linking between GoTahoeNorth and the Chamber and business associations' websites. Michael Bennett noted that there are several free marketing and promotional opportunities through media and publications. He also reported that the Sierra Sun and other area newspapers are willing to work with this Committee to draw attention to area events. Deb suggested creating a statement from the Chamber Advisory Committee for use at the upcoming workshops. Whitney Parks offered the following statement:

Statement from the Chamber Advisory Committee

The Chamber Advisory Committee would like to stress the importance of In Market advertising and promotion in order to enhance the visitor's experience and repeat visitation, as we reevaluate marketing strategies during this changing economic climate. We ask for an additional \$40,000 for a total Community Marketing Grant Program budget of \$100,000, as well as support for event coaching or a program manager. In turn, the Committee will help to improve ROI and money generated into this community from the money in the "in market/community marketing" budget.

- 9.4 There was also discussion regarding the importance of training employees in the front line. It was suggested that perhaps a program for concierge training could be created through the Customer Service Academy. Michael Bennett also suggested using a secret shopper type program to test the knowledge of front line employees.

10.0 COMMITTEE MEMBER REPORTS/UPDATES FROM COMMUNITY PARTNERS

- 10.1 Jan Colyer reported that ridership is up on the Night Rider shuttle this year. She reported that TNT/TMA is sponsoring a Dress up your Dog contest this year, and also sponsoring a SnowFest! Queen.

- 10.2 **North Tahoe Business Association (NTBA)** – Cheri Sprenger said the NTBA will finish relocating to the North Tahoe Events Center by Friday. She reported on the many NTBA SnowFest! events, including dodge ball, pancake breakfast, parade, dragon ice sculpture, and the Joe King Poker Tournament. She reported that there will be a 1920s dress up contest. She also noted that the Tahoe Biltmore has been extremely cooperative with this even. They will offer a \$49 stay and play rate the night of the tournament.
- 10.3 **Tahoe City Downtown Association (TCDA)** – Justin Broglio reported that the TCDA membership drive is going well. He reported that they had a great membership party. They are still working on getting participation for the Tahoe City SnowFest! parade.
- 10.4 **Northstar Villager Retailers Association (NVRA)** – Joy Doyle will email a link to the Committee regarding the upcoming Dew Tour. The link is: http://www.northstaratahroe.com/info/calendar/calendarevent.ast_winter_dew_to_ur.asp.item.asp

11.0 ADJOURNMENT

- 11.1 The meeting was adjourned at 11:48 a.m.

Submitted by:

Whitney Parks, Administrative Assistant



**JOINT INFRASTRUCTURE/TRANSPORTATION COMMITTEE
MEETING MINUTES
Monday, February 23, 2009 – 1:30 p.m.**

Tahoe City Public Utility District

PRELIMINARY MINUTES

ATTENDANCE: Ron McIntyre, Tom Murphy, Jan Colyer, Jim Kercher, Will Garner, Jan Colyer, Guy Perman, Sue Daniels, Alex Mourelatos, Cheri Sprenger, Roger Beck, Dave Paulson, Debbie Casey, Gary Davis (1:35 p.m.) and Jennifer Merchant (1:40 p.m.)

STAFF IN ATTENDANCE: Steve Teshara, Ron Treabess, and Sarah Holster

OTHERS IN ATTENDANCE: Nova Lance-Seghi and Curtis Aaron

1.0 CALL TO ORDER – ESTABLISH A QUORUM

1.1 The meeting was called to order at 1:30 p.m. by Chair Ron McIntyre and 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 (Mourelatos/Colyer) (11/0) to approve the agenda as presented.**

4.0 APPROVAL OF JOINT INFRASTRUCTURE/TRANSPORTATION COMMITTEE MEETING MINUTES

4.1 **M/S/C (Murphy/Perman) (13/0) to approve the Joint Infrastructure/Transportation Committee minutes of January 26, 2009 as presented.**

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

5.1 Ron Treabess reported that in early 2008 the NLTRA and Placer County Board of Supervisors approved an infrastructure allocation to secure the professional services of consultant Carrier Johnson-Culture to prepare a guidelines manual for regional wayfinding signage. The manual is near completion. Ron said the steering committee is still working on the permitting process. However, it was agreed that as the project progressed, a demonstration project would be completed to test the manual's effectiveness. The Placer County Department of Public Works is requesting infrastructure funds to design and install a demonstration signage project at the Tahoe City Transit Center. Ron introduced Nova Lance-Seghi with the Placer County

Department of Public Works. She reported on the location and content of the proposed sign. Nova said the demonstration project will benefit from the transit center's existing permitting that has already been completed.

5.2 Discussion followed in regards to the demonstration signage project.

- 5.2.1 Ron Treabess asked about the operations and maintenance for the signs. Nova said operations and maintenance are included in Placer County's conditional use permit requirements. Ron McIntyre asked about federal grant money for the project. Nova reported that approximately \$1 million in grant funds will be reserved for the construction of the transit center. Will Garner said Placer County is using other funds such as Prop 1B (state funds) to complete the design. Nova said the total project costs did not include signage. In answer to Ron McIntyre's question related to funding, Nova reported that additional funding is being secured. Ron McIntyre asked that if there are left over state and federal funds, the NLTRA project monies will be reimbursed. Will confirmed that the intent is to obligate all the federal and state money first and the least restrictive local money last.
- 5.2.2 Jan Colyer asked about the construction timeframe. Nova confirmed the Transit Center project will take two years to complete.
- 5.2.3 Roger Beck asked how transit center signage relates to wayfinding. Nova said signs are directing people to the transit center and river access which is considered wayfinding. Roger feels the signs should be within the transit center budget. Nova explained that the transit center would have signage, but not necessarily consistent with the signage standards that are currently being developed. Ron Treabess reported on funding for wayfinding signage throughout the region. He said funding is available for several wayfinding signage projects. Roger feels this is not an appropriate use of TOT funds.
- 5.2.4 Tom Murphy asked about snow removal and lighting. Nova confirmed snow removal is part of the conditional use permit. She said lighting was not included in the signage standards; however these issues are meant to be addressed in the demonstration process. Jennifer asked if signage would be constructed concurrent with the transit center project. Nova said there is significant cost savings to include signage within the greater project. Jennifer asked if there are other signage project proponents coming forward. Ron reported that the TCPUD has expressed an interest in a demonstration project for pedestrian trail signs.
- 5.2.5 Cheri Sprenger asked about the Transit Center project approval. Nova anticipates being fully permitted in March 2009. The construction is scheduled to begin this summer. Cheri asked if other locations were discussed for demonstration signs. Ron said the Tahoe City Transit Center location was identified as part of the steering committee discussions. He said there are other opportunities, but several project proponents are not ready to undertake a project at this juncture. Ron confirmed that the TCDA has expressed interest in projects, but want signage in conjunction with the planned Tahoe City Historical Walk. Cheri reported that the NTBA is interested in signage projects as well, but are waiting for the manual to be completed and partnerships established before funds are requested. Alex Mourelatos suggested we develop a funding incentive strategy for communities to take the lead on projects. Ron noted that the Long Range Plan is not set, so additional funding can be allocated to wayfinding if the organization determines it is a priority. Alex suggested we review the needs of the entire region and develop a signage master plan. Ron said he has been

directed to identify locations that need signage. He feels the community should participate in the process.

- 5.2.6 Jennifer said the first phase of the project is the guidelines, but locations should be identified. In addition, she clarified that Placer County will not process other agency signage permits. Ron Treabess agreed that the permitting process still needs to be fully developed and streamlined. Jennifer asked if the NLTRA will engage the TRPA in codes changes necessary to complete signage projects. Ron explained that TRPA is part of the steering committee. TRPA representatives have confirmed that the guidelines meet the code or can be adjusted to meet the codes. Ron noted that the demonstration project will test permitting. Jennifer expressed concern about off-site signage approval. She said the committee needs to work with both Placer County and TRPA to address off-site signs. Ron McIntyre suggested the NLTRA staff develop a regional signage master plan to assist with code changes. Tom Murphy agreed and said an overall signage plan would ensure signage cohesiveness. He also expressed concern that we do not have a Memorandum of Understanding in place with all the agencies.
- 5.2.7 Tom suggested we put the sign in the right-of-way to truly test the effectiveness of the manual. Ron Treabess explained that in the manual, monument signs will not be in the right-of-way due to safety concerns. He said there may continue to be agency issues related to signage, but the purpose of the project is to streamline the permitting process. He noted the consultant is currently writing a Memorandum of Agreement for agency buy-in of the manual. Guy Perman suggested the NLTRA take lead on getting agency buy-in.
- 5.2.8 Debbie Casey asked about the expenditure of funds for the signs if the transit center project does not continue. Nova explained that the project is going forward. Funds related to the signage construction costs will not be expended until the Transit Center project is underway.
- 5.2.9 Jennifer reiterated her earlier comment related to code changes. She feels the steering committee needs to work with TRPA on code changes prior to the project moving forward. Once completed, she requested an addendum be attached to the document for referral. Ron McIntyre disagreed and said we need to have plan in place before we can identify what codes need to be changed.
- 5.2.10 Alex Mourelatos suggested the committee direct staff to report back on a refined funding incentive strategy for wayfinding signage and a work with community partners on a signage master plan.

5.3 M/S/C (Mourelatos/Casey) (13/0) to recommend to the NLTRA Board of Directors the Placer County DPW request for an infrastructure allocation of up to \$68,000 to design and install a community wayfinding signage demonstration project at the Tahoe City Transit Center. The Committee directed staff to come back to the committee with a report on lessons learned and impacts of design guidelines and future projects.

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

- 6.1 Will Garner reported on TART winter services. He said overall TART ridership is up 15% from last winter. The Highway 89 service shows an increase of 32%. Ridership on Highway 267 is up 16% and the mainline services are up by 7%. Will noted that there has been a decline in Washoe County ridership. Will is working with the NLTRA,

TNT/TMA and TRPA/TTD staff to secure a 5311 Federal Rural Transit Grant to replace the funding for TART service in Incline Village and Crystal Bay that will be cut later this year by the Washoe Regional Transportation Commission. The hope is that this grant will allow TART to maintain the same level of service in Washoe County.

- 6.2 Jan Colyer reported that the *Night Rider* service shows an increase over last year. She said the average ridership is 19.3 passengers per vehicle service hour. There have been 21,665 riders to-date.
- 6.3 North Lake Tahoe Express revenue and ridership for the month of February is up from prior year. Jan reported the service was busy with group business and Dew Tour participants. Total sales for this month is approximately \$68,000. Jennifer asked about the average passenger per vehicle per service hour. Jan said that the information is broken out by route. Ron said staff will work with Jan to bring back a ridership comparison report to next month's meeting. Ron McIntyre asked about the subsidy paid. Jan reported that it is the same as last year. Ron McIntyre asked that that information be included in all future reports.
- 6.4 Ron Treabess reported that the ridership figures for the Sugar Bowl Skier Shuttle are not currently available. The Town of Truckee is operating the service using the El Camino Trailways as the service provider. Ron said we need the data in order to continue participating in the service.
- 6.5 Dave Paulson reported on the Tahoe Vista/Northstar Shuttle Pilot program. He said the service has been successful averaging 8 passengers per/vsh or 1,047 to-date. Ridership consists of 45 employees and 20 guests per day. He said the service is well received, timely and efficient. Alex Mourelatos asked Dave for the ridership information to submit to the lodging community. Dave confirmed that he would submit that information to Alex by the end of the week. Dave requested occupancy rates from the lodging properties. Alex said occupancy has been high due to the holiday and the Dew Tour. Dave noted that as part of Northstar's Kings Beach employee run, they are also picking up approximately 500 people that would typically ride TART. He estimated that to be \$10,000 in revenue. Dave said those numbers are increasing which is creating issues of overcrowding. In addition, he said the passenger loading slow down factor is the dollar feeder. He suggested the process should be streamlined.
- 6.6 Ron Treabess reported on Winter Traffic Management. In March, the service will be provided on Saturdays only. Ron said it needs to be determined whether the service should continue.

7.0 DISCUSSION AND POSSIBLE ACTION ON REVISED TRANSIT SERVICE GUIDELINES AND CRITERIA TO ENABLE EVALUATION OF EXISTING SERVICES BY TART AND STAFF

- 7.1 Ron Treabess reported that at the last meeting, the committee reviewed and provided feedback on Placer County's proposed criteria for transit service. The purpose of the criteria is to enable the evaluation of existing transit services. NLTRA staff worked with Will Garner to draft revised criteria. Ron reviewed the changes. The guidelines are meant to assist the Resort Association in allocating resources for successful services and are intended to be used collectively. The quantifiable factors should allow a phased approach for achievement. Ron reported that the guidelines are broken out by Ridership, Fiscal Guidelines, and Other.
- 7.2 Will Garner said demographics of ridership (Ridership Guidelines category) are difficult to track on a day to day basis, however, it can be done by survey on an annual basis. Ron Treabess clarified that useful information would include the types of users such as families, visitors, and employees. Discussion followed in regards to the need for

demographics. Will said he would prefer passenger per vehicle service hour for ridership comparison. Ron McIntyre suggested we adopt the guidelines once we know our transportation budget for next fiscal year. Ron Treabess confirmed that the transportation budget will not be available until the end of the fiscal year; however, we need to begin planning for summer transportation at the next meeting. The criteria will assist in that process. Will said he would continue to work with staff to finalize the criteria to present to the committee in March for approval.

- 7.3 Jennifer Merchant asked that under fiscal guidelines, the phrase under the 2nd bullet item that reads, *This % should not be used to eliminate otherwise successful routes or services*, should be eliminated since it generally applies to all services. In addition, under *Other Guidelines* the last two bullet items are not objective and should be removed. Ron feels they should be considered as part of the overall criteria. Jennifer said transit is meant to drive economic development. Alex Mourelatos said the criteria allows us to bring forward new services to be evaluated as part of the transit program. Will said the County will supply numbers for the first two fiscal guidelines such as farebox ratio.
- 7.4 Jan Colyer expressed concern with asking the community for an additional 25% of funds for services such as the *Night Rider*. Jennifer explained that other criteria may determine the validity of a service. Ron feels that if transportation is needed and the County's budget is constrained, TOT should be used to maintain existing levels of service. He noted that we are collecting TOT funds from visitors to enhance their experience.

8.0 REVIEW INITIAL DRAFT REVISION AND PROVIDE FURTHER INPUT IN SUPPORT OF UPDATING THE INTEGRATED TRANSPORTATION AND INFRASTRUCTURE WORK PLAN AND LONG RANGE FUNDING PLAN

- 8.1 Ron Treabess reported on the process for updating the Integrated Work Plan. The process began last month at the Joint Infrastructure/Transportation Committee meeting. A public workshop was held the evening of February 10th to get feedback from the community and our partner organizations. The comments from both workshops have been incorporated into the document. Additions to our priority list include the *advancement of the Olympic Ski Museum, the 2010 Olympic Heritage Celebration, and the related Squaw Valley Visitor Information Center*. The other addition is *selecting some smaller projects that can be advanced and competed in a reasonable timeframe*.
- 8.2 Discussion followed in regards to the update of the Integrated Work Plan.
- 8.2.1 Alex Mourelatos suggested that the Regional Wayfinding Signage project be a higher priority. Ron confirmed that staff continues to work on the signage project. Tom Murphy said wayfinding signage could be tied into the bus shelter project.
- 8.2.2 In regards to the Kings Beach traffic calming project, Cheri Sprenger said the NTBA wanted to incorporate all crosswalks from Kings Beach to Tahoe City. Ron asked Cheri to submit an application for funds.
- 8.2.3 Ron reported on other additions to the *Ongoing Infrastructure Project* list including the Tahoe City Fish Hatchery interpretive signage project and the Kings Beach Visitor Information Center in partnership with the Placer County Redevelopment Agency and the NTBA. In addition, our funding for the Lakeside Class 1 bike trail has increased due to cuts in the California Tahoe Conservancy (CTC) budget for the project. Ron reported that staff is working with Placer County on the Squaw Valley Visitor Information Center. The County has requested that staff provide an operations and maintenance cost analysis for the proposed facility. Ron reported that the business associations are preparing an application for a cohesive North Lake Tahoe welcoming lighting project. Ron

reported that the enhanced snow removal for ski areas was a new allocation this year. He said it is not confirmed whether that will be an ongoing use of funds. Jim Kercher noted that Alpine used the funds for avalanche control. Jennifer confirmed that the allocation will be ongoing.

- 8.2.4 Curtis Aaron, General Manager with the NTPUD confirmed that they will submit an application to “pre” fund work on the Dollar Hill/Tahoe Vista bike trail. The request is in response to state budget cuts. He also anticipates submitting another funding request for improvements at the Tahoe Vista recreation area. Ron confirmed that funds are set aside for bike trail projects. He said the plan shows what is earmarked for potential projects, but we entertain new requests throughout the year. Ron reported that new projects on the D list (High Priority Infrastructure Projects Requiring Future Funding) that were added include an interpretive kiosk at the Tahoe Vista Regional Park and Skylandia Park improvements.
- 8.2.5 Transportation changes include the elimination of the Tahoe City Trolley. He noted the Tahoe Vista trolley is still in the plan. Ron reported that it had been the hope to have continual service on Highway 267. TART is unable to continue non winter services so funding is needed for an alternate service on Highway 267. The service will not be continual but will begin again in the summer and end in the fall. Ron confirmed that staff will draft an RFP for the service through the Tahoe Transportation District (TTD). Dave Paulson noted that the estimated amount (\$78,000) to run the summer service is not adequate. Staff will work with Northstar and Will Garner to identify actual costs.
- 8.2.6 Ron reported that the Tahoe Vista/Northstar pilot program does not have additional funding earmarked for next year. If it proves successful, we’ll need to determine who would provide the service. Ron reported that the year round daytime 30 minute service continues to be a priority; however, TART is unable to provide the service at this time. Will explained that the service would require significant capital expenditures.
- 8.2.7 Ron reviewed other projects that were suggested at the community workshop. Roger suggested that before we add projects to our plan, they should have projects proponents. Ron reported on the status of our priorities. He said a new priority is to focus on completing smaller projects within a reasonable timeframe. Ron McIntyre asked the committee to consider whether we should reserve funding for larger projects to make an impact leading up to the 2012 elections. Jennifer feels that the community would react to the completion of larger projects. Roger said we need to show our accomplishments by election time which means completing smaller projects. Ron Treabess reported that the Integrated Work Plan tracks our expenditures so we keep funding earmarked for larger projects, but it also assists us in determining the amount we can expend on smaller projects.
- 8.2.8 As we prioritize projects, Ron McIntyre asked the committee to consider the funding we are likely to have in the future. He said there are discussions at the County level that TOT should be used for purposes other than what the NLTRA was created for. He said we need to consider the amount of money available for projects and whether the community would vote to renew the 2% if the money isn’t going for the intended expenditures.
- 8.2.9 Ron Treabess reported that he would present the revised work plan to the Board next week. He said the committee will review the Long Range Funding plan at the March committee meeting. Jennifer said we need to look at other funding

sources for projects within a state park. Ron said some of the expenditure requests in state parks would be beneficial to our visitors.

9.0 POSSIBLE NEXT MEETING CHANGE – TUESDAY, MARCH 24, 2009 – 9:00 A.M.

9.1 The next committee meeting is scheduled to be held on Tuesday, March 24th beginning at 9:00 a.m. NLTRA staff will send out a reminder.

10.0 ACTIVITY REPORT – DIRECTOR OF COMMUNITY PARTNERSHIPS AND PLANNING

10.1 Ron Treabess reported that staff received the final draft Feasibility Study and Business Planning for New Cultural Facilities for Truckee-North Lake Tahoe. The report is available for review on the nltra.org Web site. Roger Beck suggested the committee review the report and discuss what portion of the plan the NLTRA staff should focus on. Debbie Casey agreed and said we need to explain to the community why we are focusing on particular areas. The committee asked staff to agendaize the performing arts discussion for the next Joint Committee meeting in order to make a recommendation to the Board.

11.0 COMMITTEE MEMBERS COMMENTS

11.1 There were no further comments.

12.0 ACTION ITEMS

12.1 The committee directed staff to report back on a refined funding incentive strategy for wayfinding signage and a work with community partners on a signage master plan.

12.2 NLTRA staff will work with Jan Colyer to bring back a North Lake Tahoe Express ridership comparison report to next month's meeting. It was also requested that subsidy paid per passenger be included in the reporting going forward.

12.3 NLTRA Staff will work with Will Garner to continue finalizing the transit criteria and guidelines to present to the committee in March for approval.

12.4 Staff will also revise the Integrated Work Plan for approval in March.

12.5 NLTRA staff will send out a reminder that the next committee meeting is scheduled to be held on Tuesday, March 24th beginning at 9:00 a.m.

13.0 ADJOURNMENT

13.1 The meeting adjourned at 4:39 p.m.

Submitted by,
Sarah Holster
Executive Assistant



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MARKETING COMMITTEE MEETING MINUTES
February 24, 2009 – 12:00 p.m.

North Tahoe Events Center

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Dan Tester, Deanna Gescheider, Deb Dudley, Alex Mourelatos, Ron Parson, Alex Mourelatos, John Monson, Julie Maurer, Brett Williams and Nick Pullen

NLTRA STAFF IN ATTENDANCE: Andy Chapman, Steve Teshara, Jeremy Jacobson, Judy Laverty and Whitney Parks

OTHERS IN ATTENDANCE: Pettit Gilwee, Wendy Hummer, Jen Martinez, Alana Crete and Cathy Davis

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order by Chair Deb Dudley at 12:08 p.m. and a quorum was established.

2.0 PUBLIC FORUM

2.1 Ron Parson asked for an update report regarding the usage of reserve funds. Andy Chapman said this would be provided at the end of the meeting.

2.2 Julie Maurer thanked North Lake Tahoe, Truckee, and Reno for their assistance with the Dew Tour. She noted that the event received a tremendous amount of media attention.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 M/S/C (Tester/Parson) (8/0) to approve the Marketing Committee agenda as presented.

4.0 APPROVAL OF MARKETING MEETING MINUTES

4.1 M/S/C (Parson/Tester.) (8/0) to approve the Marketing Committee meeting minutes of January 29, 2009 as presented.

5.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND FOR BOARD APPROVAL THE NORTH LAKE TAHOE MARKETING COOPERATIVE RENEWAL AGREEMENT

5.1 Andy Chapman said that he is looking for additional comments and a possible recommendation for Board approval regarding renewal of the North Lake Tahoe Marketing Cooperative Renewal Agreement between the NLTRA and the Incline Village Crystal Bay Visitors Bureau. ROI documentation regarding this agenda item was included in the packet for the Committee's review. Deb Dudley asked

about the continued inclusion of greater Truckee in the Coop agreement. Andy noted that the situation regarding the equity agreement with Truckee and Placer County focuses primarily on the lodging properties and collection of TOT.

- 5.2 **M/S/C (Tester/Gescheider) (8/0) to recommend for Board Approval renewal of the North Lake Tahoe Marketing Cooperative Agreement.**

6.0 PRESENTATION AND COMMITTEE UPDATE ON MARKETING DECISION MAKING TOOL

6.1 Ron Parson discussed the background of the Marketing Decision Making Tool project. The Subcommittee's goals are: 1) to find a pattern of North Lake Tahoe business, 2) breakdown patterns of lodging by travel segment, 3) determine areas of opportunity and 4) develop marketing programs to fill those areas of opportunity. He discussed the importance of reviewing patterns of business in order to develop a successful marketing program. He noted that many businesses did not want to share information, but enough data was received to determine measurable results.

6.2 Andy reviewed the results of the Marketing Decision Tool. He distributed a packet of information that contained the various results and charts created from the data the Subcommittee received. The charts show data in the following areas: North Lake Tahoe TOT collection by quarter, TOT by Quarter and Region, North Lake Tahoe Sales Tax by quarter, Sales Tax by Region and Quarter, NLTRA Visitor Information Numbers, US Food Sales by quarter, US Foods Sales by area, Mission Industries by quarter and sector, Sugar Pine Point State Park visitor numbers and IVGID water and sewage use. The charts and results of data collections show that the most successful season in North Lake Tahoe is the third quarter (Q3 – January through March), followed by the first quarter (Q1 – June through August). Ron Parson noted that this data is from one year FY 2008/09 of collections, and results could vary slightly if we saw these numbers over multiple years. He said he would like to see these data charts overlay the occupancy chart to prove that other indicators follow occupancy, and therefore occupancy is a good measurement to track in order to determine success. Brett Williams feels that Placer County should help collect this information in order to show the success of their investment, especially in the area of vacation rentals and certificates of vacation rentals. He also said that using Placer County to track this information this would help with the accuracy of the data. Alex Mourelatos noted the importance of MTRiP and encouraging lodging members to participate in the report in order to compare North Lake Tahoe to other destinations. Deb Dudley discussed the results of a Dean Runyan report that shows trends in the way consumers are spending. She said the results show that consumers are renting vacation homes more than traditional lodging properties such as hotels and motels. She said the results can be found at visitcalifornia.com/research. Andy Chapman noted that the Dean Runyan report on the economic benefit of tourism in Placer County will be presented on March 19.

6.3 Andy reported that the Marketing Tool Subcommittee will continue working with the data on this project.

7.0 UPDATE ON \$40,000 MARKETING RESERVE FUNDS

7.1 Wendy Hummer reported on the usage of the \$40,000 in marketing reserve funds in order to expand the marketing efforts for the end of February and March in the San Francisco Bay Area. She reported that a decision was made to use

the medium of radio, instead of cable TV. She said that radio allowed us to reach a larger number of adults age 25-54 with a propensity to visit Lake Tahoe. She noted that with cable we would have received approximately 969,000 impressions, where as we will receive 2.4 million impressions via radio. Wendy noted that the second rational with using radio over cable is that the messaging fit better with the medium of radio, as we can update the spots every 48 hours with current happenings or weather in North Lake Tahoe. The radio station Live 105 will also visit North Lake Tahoe with free promotions and packages, including podcast, emails and mobile text messaging. Wendy noted that with cable, a \$33,000 spend would have resulted in \$66,000 value of advertising, but with the radio, a \$37,000 spend resulted in \$85,000 worth of value.

- 7.2 Cathy Davis discussed the creative of the radio ads. Each ad will contain a 50 second core that addresses the current economic situation, notes there is positive financial news that it is possible to take a vacation at a value destination with unprecedented packages and deals. The call to action is to visit the web site, and the ad specifically mentions the Cool Deals page. She said the read is laidback, but more lively than the voiceover in the television spot. The last 10 seconds of the ad is a tag that can change every 48 hours that speaks to current snow conditions and events. The radio ads will be supplemented with internet email blasts. A handout regarding this information was distributed to the Committee. Ron Parson asked that members of the Committee be included on email blasts. Andy said that Whitney Parks would forward the blast information to the Committee via email.

8.0 COMMITTEE MEMBER COMMENTS

- 8.1 No comments.

9.0 ADJOURNMENT

- 9.1 The Marketing Committee meeting adjourned at 1:05 p.m.

Submitted by:

Whitney Parks,
Administrative Assistant



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JOINT COMMITTEE WORKSHOP MINUTES
February 24, 2009 – 1:00 p.m.

North Tahoe Events Center

PRELIMINARY MINUTES

CHAMBER ADVISORY COMMITTEE MEMBERS IN ATTENDANCE: Alex Mourelatos (also on Marketing Committee and Lodging Subcommittee), Heather Leonard, Cheri Sprenger, Liz Dugan, Joy Doyle and Jan Colyer

MARKETING COMMITTEE MEMBERS IN ATTENDANCE: Ron Parson, Dan Tester, Deb Dudley (also on Chamber Advisory Committee), Brett Williams, John Monson, Dave Wilderotter, Deanna Gescheider, Nick Pullen, Julie Maurer and Les Pedersen (1:37 p.m.)

LODGING SUBCOMMITTEE MEMBERS IN ATTENDANCE: Christy Beck and Kay Williams (also on Chamber Advisory Committee)

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

OTHERS IN ATTENDANCE: Pettit Gilwee, Alana Crete, Cathy Davis, Wendy Hummer, Jennifer Martinez, Molly Fathman and Greg Holiat

1.0 WELCOME

1.1 The meeting was called to order by workshop facilitator Lauren O'Brien at 1:20 p.m. Members of the committees and audience introduced themselves to one another.

2.0 PURPOSE/GOALS

2.1 Lauren O'Brien discussed the goals of the joint workshop meeting. She said that first, we will have an update on actions taken as an outcome of last year's workshops. Next, we will discuss recent surveys/focus group results; then we will discuss how we have and are responding to feedback. Finally, we will get the workshop attendees' input on developing the NLTRA's marketing budget for FY - 2009/10.

3.0 INPUT PROCESS

3.1 Lauren discussed the input process. She said there will be a listening/brainstorming phase which will start at today's Joint Workshop, lead to Community Workshop (March 3) and to an Update to the NLTRA Board (March 4). Then, there will be a Marketing Committee recommendation phase which will begin with a Joint Workshop (April 28) to Board (May 6).

4.0 MARKETING UPDATE

- 4.1 There was discussion regarding feedback from the 2008 community and joint committee workshops. The 2008 workshops focused on branding (the N icon and N is for North), destination vs. drive, shoulder vs. peak seasons and in-market strategies. There has been improved communications between the Marketing Committee and Chamber Advisory Committee. There has also been greater access to current media plans/marketing materials at www.nltra.org. There has also been more discussion regarding branding, business training, clarity around measurements and input on budget. Lauren discussed 2008 Strategic Directions which included brand development, attracting new visitors while maintaining existing markets, developing shoulder season programs and performance tracking. These directions were taken to increase occupancy and improve the guest experience.
- 4.2 Lauren and Andy Chapman reviewed the results of the Awareness Study regarding the "N" Campaign that took place in Los Angeles and San Francisco last fall. Results showed that the ads were effective in creating positive opinions. Consumers also rated North Lake Tahoe's ads better than competitors (mostly Utah and Colorado). Consumers found the website very useful, and the majority said they use internet for research and booking. Lauren and Andy also reviewed the results of the Focus Groups that took place in Los Angeles and San Francisco. Participants found that the "N" was catchy, suspenseful, hip and new. People in LA found the "N is for North" confusing, and most participants like "N North Lake Tahoe" better. The Neighborhoods campaign was poorly received, and the Pure Experience tagline did not resonate with the consumer.
- 4.3 There was discussion regarding trends and indicators. North Lake Tahoe is less competitive than other comparable ski resorts in shoulder months (November and January through March). North Lake Tahoe is very competitive in summer and the month of December. Andy noted that staff is working with the MTRiP research project to get data from non-ski resort destinations in order to have more comparisons with competitors year round. Unique visitors to the Web site are up, despite overall visitation being down. 30% of hits to the website are clicking through to properties. There was discussion about the booking window, especially from international consumers. Les Pedersen said that he feels the booking window gets tighter every year. Nick Pullen said that many of his visitors book vacation rentals up to six months in advance.
- 4.4 Andy and Lauren discussed the NLTRA Marketing's shifts in strategy. There were a few changes to the advertising campaign. The "N" icon was kept, but the "N is for North" was changed to "N North Lake Tahoe". The term "Neighborhoods" was revised to "Resort and Towns", and the *Pure Experiences* tagline and logo were deleted. There has been an increased emphasis on drive markets in this current year by 45% (\$178k budgeted, spent \$259k). The program has aimed focus to exposure in the Bay Area. There is also an emphasis on Australia as a key emerging international market. There has been an increase in flights to both LA and San Francisco. Jeremy Jacobson noted that Australians continue to book more and longer visits. He said many Australians visit in January and in the summer time. Australians have an average of 23 days of vacation and typically spend 8 or 9 days in California. Australian skiers typically spend 10 to 14 days in ski resorts. There was discussion that Japan is a major competitor in the Australian market. Jeremy noted that although we do not buy into the German market at this time, we still receive many benefits and have great contacts in that country. There was discussion about the benefits of buying into the California Travel and Tourism Commission (CTTC) international

programs. Lauren showed examples of updated ads. The 1-800-Tahoe-4-U phone number rings into phone tree and then has options for the caller to connect to visitor information centers in either California or Nevada or to request a vacation planner. Lauren also noted that there has been consideration for potential shifts in strategy to use our Arts/Culture Heritage attractions and events for increased visitation during shoulder times.

- 4.5 Brett Williams discussed the possibility of contacting masters sporting events to come to the Tahoe area. He said these events require no community financial aid and could help promote the Tahoe area during off seasons. He said participants will come to these types of events regardless of the economic climate. Dave Wilderotter agreed that the shoulder seasons are a good place to have an event focus, but he said perhaps the winter is a shoulder season. Julie Maurer asked **when is the shoulder/ off season? This needs to be defined.** Ron Parson agreed with Nick that creating a situation where the consumer has to come here, instead of choosing to come here (events, conferences, etc.) is a good strategy. Dave said another strategy would be to encourage visitors that go to participatory sporting events in Reno to stay in Tahoe.
- 4.6 There was discussion about the improved coordinated efforts between the Marketing and Chamber Committees. There are now at least two joint meetings per year; one taking place earlier in the budget development cycle. There are two NLTRA Board members that sit on both committees. There is now a marketing tab on the www.nltra.org site for committee members to stay update about NLTRA marketing efforts. The location based map has also been completed and is in local distribution. Cheri Sprenger said that **the coordination and consistency of the location based map with the various resorts and towns maps still needs to be discussed. There also needs to be further discussion about a broader distribution of the maps.** There was also discussion about setting aside reserve funds in the marketing budget in times of economic crisis, so that money from next year's budget will not have to be used.

5.0 BUDGET BRAINSTORM

- 5.1 There was discussion about the NLTRA budget. Handouts with charts and graphs regarding the budget were distributed to workshop participants. Charts include: NLTRA Budget 2008/09, Total 08/09 Marketing Spend, NLTRA Marketing Budget by Department, Marketing Programs by area, Special Events by event, Coop Marketing, Coop Marketing Consumer Spend, Miscellaneous Co-op Programs and Leveraged Co-op Programs. Workshop participants were asked to write comments about various departments and programs and place the comments in the various designated areas around the room. There was discussion that the redistribution of staff time could be discussed in this exercise. At the end of the workshop, the major area of interest will be highlighted by each participant picking their top 3 areas of interest.
- 5.2 There was lengthy discussion about the business of weddings and the cooperative agreement with the Wedding and Honeymoon Association. Les Pedersen said he would like to see more ROI from the Association. Alex Mourelatos discussed the Chamber Advisory Committee's comments at the last meeting. The CofCAC felt there should be more **guidance for community special events; perhaps a program director to help events with marketing and public relations as well as coordinating and attracting new events.** Joy Doyle said there also needs to be **increased communication and better education the front line staff regarding area history and events.** There was discussion about the **coordination of the GoTahoeNorth web site with the**

various community partners and Chamber web site. Members of the workshop broke into small groups to discuss their perspectives about the various marketing programs. Lauren O'Brien will compile and summarize the results of the group discussion and building blocks exercise.

6.0 CLOSE

6.1 The workshop was adjourned at 4:31 p.m.

Submitted by:

Whitney Parks,
Administrative Assistant

Monthly Report January 2009

CONFERENCE REVENUE STATISTICS

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

Prepared By: Anna Atwood, Sales/Marketing Coordinator

Total Revenue Booked for FY 08/09 as of 1/31/09	\$2,280,278 * Estimated
Forecasted Commission for this Revenue:	\$139,017
Number of Room Nights:	13713
Number of Delegates:	6299
Annual Revenue Goal for FY 08/09:	\$2,000,000
Annual Commission Goal for FY 08/09:	\$140,000
Number of Tentative Bookings as of 1/31/09:	57

Monthly Detail/Activity for January:

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

Arrived in the month of January:

Number of Groups:	5
Revenue Arrived:	\$290,013
Projected Commission:	\$22,279
Number of Room Nights:	1471
Number of Delegates:	466
Arrived Group Type:	3 Corp. and 2 Assoc.

Monthly Detail/Activity for December:

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

Arrived in the month of December:

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

Monthly Detail/Activity for November:

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

Arrived in the month of November:

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

Monthly Detail/Activity for October:

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

Arrived in the month of October:

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

Monthly Detail/Activity for September:

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

Arrived in the month of September:

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

Monthly Detail/Activity for August:

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

Arrived in the month of August:

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

Monthly Detail/Activity for July

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

Arrived in the month of July:

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

Future Year Bookings, booked in this fiscal year:

		(Goal)
For 2009/10:	\$992,475	\$750,000
For 2010/11:	\$904,257	\$200,000

NUMBER OF LEADS Generated as of 1/31/09: 102

Total Number of Leads Generated in Previous Years:

2007/2008: 209
2006/2007: 205
2005/2006: 240
2004/2005: 211
2003/2004: 218
2002/2003: 247
2001/2002: 293
2000/2001: 343
1999/2000: 415
1998/1999: 456
1997/1998: 571
1996/1997: 484
1995/1996: 379
1994/1995: 450
1993/1994: 374

Monthly Report January 2009
CONFERENCE REVENUE STATISTICS
South Shore Properties

Year to Date Bookings/Monthly Production Detail/FY 08/09
Prepared By: Anna Atwood, Sales & Marketing Coordinator

Total Revenue Booked for FY 08/09 as of 1/31/09:	\$522,388
Forecasted Commission for this Revenue:	\$32,801
Number of Room Nights:	4008
Number of Delegates:	2930
Annual Revenue Goal for FY 08/09:	\$600,000
Annual Commission Goal for FY 08/09:	\$42,000
<u>Number of Tentative Bookings as of 1/31/09:</u>	<u>57</u>

Monthly Detail/Activity for January:

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

Arrived in the month of January:

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

Monthly Detail/Activity for December:

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

Arrived in the month of December:

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

Monthly Detail/Activity for November:

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

Arrived in the month of November:

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

Monthly Detail/Activity for October:

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

Arrived in the month of October:

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

Monthly Detail/Activity for September:

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

Arrived in the month of September:

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

Monthly Detail/Activity for August:

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: 12

Arrived in the month of August:

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

Monthly Detail/Activity for July

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

Arrived in the month of July:

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

Future Year Bookings, booked in this fiscal year:

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

NUMBER OF LEADS Generated as of 1/31/09: 77

Total Number of Leads Generated in Previous Years:

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

NLTRA MARKETING/ CONFERENCE ACTIVITY REPORT FOR FEBRUARY 2009

KEY MEETINGS/LUNCHEONS/RECEPTIONS ATTENDED BY STAFF

- Attended SJ Marketing Meeting: Andy
- Attended NLTRA Board Meeting: Andy
- Attended Marketing Committee Meeting: Andy, Judy, Jason
- Attended CTTC Conference Call: Andy
- Attended Finance Committee Meeting: Andy
- Attended Lodging Committee Meeting: Andy
- Attended Dew Tour at Northstar: Andy, Judy, Jeremy
- Attended Joint Marketing, Chamber, Lodging Committee: Andy, Jeremy, Judy
- Attended Sierra Avalanche Center Board Meeting: Jeremy
- Attended RSCVA Ski FAM planning meeting: Jeremy
- Attended RSCVA's annual Ski FAM: Jeremy
- Attended RSCVA Directors of Sales Meeting: Jason
- Attended Reno-Tahoe Meetings Marketing Coop Meeting: Jason

SPECIAL PROJECTS

- Lunch with Jan Decker and Greg Van Duesen: Andy
- Chamber Awards Dinner Program Development: Andy, Judy
- Met on Joint Marketing, Chamber, Lodging Committee Meeting: Andy
- Met with Plein Air Painting Organization: Andy, Judy
- Met with Conference Sales Equity committee: Andy
- Hosted Meiers Weltreisen FAM from Germany: Jeremy
- Hosted Australian ski FAM with 7 different tour op companies: Jeremy
- Conducted weekly NLT resort updates on RSN: Jeremy
- Hosted Duncan Wilding, a UK product manager from Ski Bound: Jeremy
- Continued development and sponsorship for Autumn Food & Wine, Judy
- Daily updates, content management, seasonal additions and general maintenance of the company websites. Judy
- Met with Destination Services Company: Jason
- Hosted site visit for American Meteorological Society: Jason
- Attended Northern California Chapter of Meeting Professionals International Trade Show: Jason