



Agenda and Meeting Notice – Special Board Meeting
THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS
Friday, March 18, 2011 – 1:30 am
Tahoe City Public Utility District

NLTRA Mission

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

Meeting Ground Rules

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

The NLTRA Board has also adopted the Nine Tools of Civility of the Speak Your Peace Civility Project: *Pay Attention, Listen, Be Inclusive, Do Not Gossip, Show Respect, Be Agreeable, Apologize, Give Constructive Criticism, Take Responsibility.*

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

- A. CALL TO ORDER - ESTABLISH QUORUM** (Some Board members will participate through a conference call.)
- B. AGENDA AMENDMENTS AND APPROVAL** (*Motion*)
 - 1. Agenda Additions and/or Deletions
 - 2. Approval of Agenda
- C. CONVENE TO CLOSED SESSION**
 - 3. Personnel Matters
 - Executive Director
- D. RECONVENE TO OPEN SESSION**
 - 4. Closed session report
- E. RECONSIDER BOARD DIRECTION TO RECOMMEND THE NORTH LAKE TAHOE MARKETING COOPERATIVE APPROVE RELEASE OF THE NORTH LAKE TAHOE REQUEST FOR PROPOSALS FOR ADVERTISING AND MARKETING SERVICES** (*Motion*)
- F. REVIEW AND APPROVAL OF LETTER TO TRPA FOR SUPPORT OF THE BOULDER BAY PROJECT** (*Motion*)
- G. DIRECTORS' COMMENTS**
- H. ADJOURNMENT**

This meeting site is wheelchair accessible.

Posted and e-mailed, March 16, 2011



March 18, 2011

To: Board of Directors

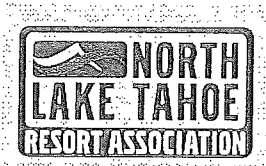
Fr: Interim Executive Director

Re: Reconsider Board Direction to Recommend the Marketing Cooperative Approve Release of the North Lake Tahoe Request for Proposals for Advertising and Marketing Services

Background

The Board of Directors discussed this item at the March 2nd Board meeting. Staff has since been directed to place it on the special board meeting agenda for the purpose of reconsidering the decision made on March 2nd. Attached for your assistance are the staff report and the draft minutes from the March 2nd meeting.

Staff will be available at the meeting to provide any information that may assist the Board.



March 2, 2011

To: Board of Directors

From: Andy Chapman, Director of Tourism

Re: North Lake Tahoe Marketing Cooperative Advertising and Marketing RFP

SITUATION

Our current advertising agency contracts end on June 30, 2011. This contract is a three year contract and was awarded as an outcome of an Agency Request for Proposal that took place in 2007. Per our County contract, we are scheduled to again embark on a new Agency RFP. Once completed, this RFP effort will result in a new agency contract for the 2011/12 through 2013/14.

The process, similar to the last one, has the North Lake Tahoe Marketing Cooperative taking the lead on this Agency RFP effort. As a reminder to the board, the NLTRA representatives on the Coop Committee are: Deanna Gerscheider, Les Pedersen, Ron McIntyre, and Ron Treabess.

NORTH LAKE TAHOE COOP COMMITTEE ACTION

At its meeting earlier this month, the North Lake Tahoe Marketing Cooperative Committee assigned a sub committee to work with staff on this RFP process. Those sub committee include: Deanna Gerscheider, Les Pedersen, Nate Hardesty and Bill Hoffman.

MARKETING COMMITTEE RECOMMENDATION

Staff reviewed the RFP's structure and timeline with the committee, and asked for any input on the process. The marketing committee had no changes to the RFP.

REQUESTED BOARD ACTION

Staff requests that upon discussion and review by the board, that the NLTRA Board of Directors approves the release of the North Lake Tahoe Request for Proposals for Advertising and Marketing Services.



BOARD MEETING MINUTES
Wednesday, March 2, 2011
Tahoe City Public Utility District Board Room
PRELIMINARY MINUTES

ATTENDANCE

Wally Auerbach, Allen Highfield, Phil GilanFarr, Ron McIntyre, Alex Mourelatos, Barb Cohen, and Jennifer Merchant. Ron Parson, Deanna Gescheider, Tom Murphy, and Kali Kopley arrived after the meeting was called to order and were not present for all votes.

STAFF IN ATTENDANCE: Ron Treabess, Andy Chapman, and Kym Fabel

OTHERS IN ATTENDANCE: Steve Kastan, Cindy Gustafson, Pettit Gilwee, and Mike Gelbman

A. CALL TO ORDER - ESTABLISH QUORUM

The meeting was called to order at 8:32 AM by Chairman Ron McIntyre and a quorum was established.

B. AGENDA AMENDMENTS AND APPROVAL

1. Agenda Additions and/or Deletions

2. Approval of Agenda

Ron McIntyre reported Deanna Gescheider asked for discussion on whether or not members of the community should be invited to participate in the upcoming interviews with CEO candidates. This will be added as Item 8A.

M/S/C (GilanFarr/Merchant) (6-0-0) to approve adding Discussion Item 8A to the agenda and to approve the agenda as amended.

C. PUBLIC FORUM

Ron Treabess read a letter from JMA Ventures asking NLTRA for a letter endorsing the Homewood Mountain Resort project. JMA offered to make a presentation at the April Board meeting. They are not asking for a recommendation, but a statement from NLTRA saying this type of project is good for the area. Discussion followed regarding NLTRA's role in Placer County Planning matters. Ron McIntyre stated that in the past Placer County has made it clear that NLTRA should not be involved in planning issues. Before a letter is sent supporting JMA's request, he would like clarification in writing from Placer County. Jennifer Merchant stated there is nothing in the current NLTRA / Placer County contract precluding this group from taking action one way or another.

ACTION: Jennifer Merchant will check with the County CEO on the appropriateness of NLTRA sending a letter supporting the idea of the Homewood Mountain Resort project.

Discussion continued. There was consensus that this item will be on next month's Board agenda with clarification from the Placer County CEO and staff's recommendation. Because most of the Board members have seen the Homewood Mountain Resort presentation, JMA will be asked to just make brief remarks. Alex Mourelatos suggested a Board policy be developed to respond to these types of requests.

D. REPORTS & ACTION ITEMS

3. Presentation: Lake Tahoe Basin Prosperity Plan/Tahoe Prosperity Center – "B" Gorman, CEO Lake Tahoe South Shore Chamber of Commerce

Andy Chapman said he has been involved in the Lake Tahoe Basin Prosperity Plan since its early stages and he is still a member of the Steering Committee. He introduced B Gorman, also a

founding member. She narrated a Power Point presentation providing a status report of the project. B Gorman discussed the economic status of Tahoe Basin residents, which led to the formation of the Plan. She explained the regional links, the cluster model being used to focus on the areas of Environment, Health and Wellness, and Green Building, and outlined some of the proposed initiatives for each. B Gorman stated the Steering Committee has determined the best way to implement the Plan is to develop the Tahoe Prosperity Center and explained both the function and make-up of the proposed organization.

After the presentation, B Gorman answer questions from the Board clarifying components of the Plan.

4. Presentation: FY 2011/12 Overall Marketing Strategies – Les Pederson, Marketing Committee Chair

Les Pederson presented the Draft 2011/12 Overall Marketing Strategies, which was included in the Board packets. Andy Chapman stated that as the Marketing Committee was developing the report, there was quite a bit of discussion about ways to expand peak periods and the impact of events. The Board was asked to review the document and provide their input. Discussion followed regarding components of the report.

Ron Parson and Tom Murphy both commented that this is a good report that has quantifiable and measurable goals. Tom Murphy asked how the brand recognition can be improved using an outside advertising agency, as is recommended. He suggested all signage, advertising, and other collateral need a consistent, recognizable logo. Andy Chapman agreed and feels that considering a new advertising agency would not change the brand, just the execution.

Alex Mourelatos suggested that rather than paying commission fees to on-line travel agencies, the Committee consider options for recapturing that economic flow and develop a local booking engine. Both the Marketing and Lodging Committees will explore that idea.

Discussion continued. Barb Cohen reminded the group that last summer there was agreement within the Marketing Committee to develop a program supporting small lodging. She and Alex Mourelatos both feel this report waters down the needs of the small lodging provider, which is necessary for the overall economic well being of the area. Barb Cohen said she knows it has been discussed, but does not see it happening.

Phil GilanFarr has seen a substantial decline in retail and restaurant business at the lake. He feels there is a lot of emphasis on Squaw Valley and Northstar and would like to see the entire variety of lodging facilities showcased in order to drive more business to the lake. Jennifer Merchant agreed, saying the whole of lakeside business, lodging, retail, and restaurants, needs a more clear focus. Ron McIntyre asked the group if they consider marketing lakeside businesses to be the issue or is the bigger problem the lack of opportunity to develop the commercial core areas. He suggested more aggressive redevelopment needs to be considered to change North Lake Tahoe. Barb Cohen agreed, but noted that in the meantime, the businesses need to be promoted.

The discussion continued regarding the need for redevelopment, promoting awareness of the North Lake Tahoe brand, including large and small businesses, and the need to stay competitive with other markets. The Marketing Committee was asked to consider additional opportunities to promote for lakeside businesses and small lodging and to include appropriate stakeholders in the discussion.

5. Amgen Tour of California Update

Andy Chapman presented a written report on the May event. He reviewed the structure of the Local Organizing Committee, sponsors, media placement, the route of the bike race, and optimum viewing sites. The Ten Day Countdown to the Tour will begin May 5, 2010. Tahoe was selected to work with Amgen's "Break Away From Cancer" program. Current activities include a call for

volunteers, coordination of hospitality, and permitting. Pettit Gilwee reported on the media campaign Tahoe is planning, both locally and regionally.

The Board asked questions and made suggestions regarding viewing locations, marketing the event, use of public transportation, and ways businesses could be more involved, including flags or banners they can purchase for display. Mike Gelbman, publisher of the *Sierra Sun* and *Bonanza* explained the newspaper's participation.

6. Presentation, Discussion and Possible Action to Approve and Recommend to the Board of Supervisors an Infrastructure Funding Request of up to \$75,000 for the early opening and maintenance of the bike/pedestrian trails and routes in preparation for the Amgen Tour of California

Ron Treabess presented this request, explaining the Tahoe City Public Utility District, Northstar Community Service District, and Placer County have determined that it would cost approximately \$73,000, in addition to their already budgeted funds, to have the bike trails ready for the Amgen Tour. The additional funds would allow the agencies to get the trails open earlier than usual. Work will include clearing snow and sand and filling cracks on the trails and potholes on Highway 267 to insure the trails are safe for bike riders and spectators. Wally Auerbach said the Joint Infrastructure Transportation Committee recommended approval of this request and asked for a tracking of the funds in the overall Amgen wrap-up report.

M/S/C (Parson/GilanFarr) (10-0-0) to approve and recommend to the Board of Supervisors an infrastructure funding request of up to \$75,000 for the early opening and maintenance of the bike/pedestrian trails and routes in preparation for the Amgen Tour of California

7. Review and Possible Action on Fund Balance Carryover

Andy Chapman reviewed a recommendation from the Marketing Committee for using the fund balance carryover for marketing and advertising campaigns, the Amgen Tour of California, promotion of summer music programs, and contributing to the marketing budget reserves, as required by the County contract. Phil GilanFarr liked the "North Lake Tahoe product" ideas and asked for more Bay Area print buys and promotion of "cool deals."

M/S/C (GilanFarr/Parson) (9-0-0) to approve fund balance carryover recommendation from the Marketing Committee, to include cohesive branding. At the end of the year, a summary of how the funds were spent is to be provided.

Jennifer Merchant was not present for this vote.

8. Interim Executive Director Report

Ron Treabess presented his written report, explaining proposed legislation that could have an impact on North Lake Tahoe, including SB 267 requiring annual safety plans from the ski areas, a bill requiring helmets for skiers, and SB 670, dealing with Transient Occupancy (TOT) "creep." There is concern from the California Lodging Association that governmental agencies are applying TOT to services such as valet parking, not just room rates. Jennifer Merchant stated Placer County is writing a letter in opposition to the proposed legislation, as the County is not in favor of taxing non-mandatory items. Ron Treabess reported the reauthorization of the Lake Tahoe Restoration Act is also part of Placer County's legislative platform. He is sending a letter supporting the County's position.

Ron Treabess noted funding issues as a result of the proposed California state budget that could have local implications, including a recommendation to cut \$11 million from State Parks this year and \$13 million in 2012. Ron Treabess distributed the Strategic Budget and Policy Briefing issued by Placer County to deal with measures the County may take depending on what happens with the budget.

Ron Treabess reported Sue Kyler has been appointed to the Joint Infrastructure Transportation Committee. Ron Treabess will be making recommendations on moving forward with Wayfinding Signage and a Water Shuttle. He has been working with Placer County Elections on the timeframe for what needs to be done regarding renewing the eastern slope TOT. He is working on a voter survey.

Allen Highfield and Ron Parson left the meeting at this point.

a. Discussion of should the community be invited to informal interviews and “meet and greet” (Agenda addition)

Deanna Gescheider reported the Search Committee is setting up on-site interview schedules for the final two Executive Director candidates consisting of both informal “meet and greet” social time and face-to-face interviews with the Board. Deanna Gescheider asked the Board to consider if other community leaders should be invited to the informal time. The Committee suggested that this would provide a more open process. Discussion followed regarding the pros and cons of the suggestion. There was consensus that only the NLTRA Board members should be included in the process.

Deanna Gescheider then asked the Board to consider if the “meet and greet” component of the interview process, which would include an informal breakfast and social events, should be included. The Committee feels this would provide an opportunity to interact with the candidates less formally. Discussion followed regarding opportunities for the Board to meet the candidates. There was no consensus reached. Deanna Gescheider will send the Board the proposed interview questions and schedule of events for them to attend if they so choose.

9. Marketing Report

• **Agency RFP Review and Board Input**

Andy Chapman referred to the report in the Board packets. According to the Co-op Advertising and Marketing contract with Placer County, NLTRA is required to submit a Request for Proposal (RFP) for advertising and marketing services every three years. Andy Chapman is asking the Board to approve release of the RFP. Discussion followed regarding the length of time for the proposed contract and including more social media and branding identity in the contract. Direction was given from the Board to make sure there is a release clause from the three-year contract and that the social marketing and branding aspects are clarified.

• **Conference Revenue Statistics – February 2011**

Andy Chapman answered clarifying questions on this report.

10. Board/Staff Follow-up on Previous Action Items

There were no questions or comments on the report, which was included in the Board packets.

E. CONSENT CALENDAR

M/S/C (GilanFarr/Kopley) (8-0-0) to approve the Consent Calendar as presented.

The following was approved in the Consent Calendar:

11. Board Meeting Minutes – February 2, 2011
12. Finance Committee Minutes – February 1, 2011
13. Financial Statements – January 2011
14. Lodging Committee Minutes – February 3, 2011
15. Marketing Committee Minutes – February 22, 2011
16. Conference/Marketing Activity Report – February 2011
17. Infrastructure/Transportation Activity Report – February 2011
18. NLTRA 2nd Quarter Report to Placer County

At 12:21 PM, the Board of the North Lake Tahoe Resort Association adjourned and convened as the North Lake Tahoe Chamber of Commerce Board.

F. CHAMBER OF COMMERCE REPORTS

19. Community Awards

Kym Fabel reported the Community Awards dinner was very successful. She felt there were good changes made to this year's event and more nominations for awards were received than ever before. The Board offered ideas to make the event flow more smoothly.

20. Chamber Activities and Events

Kym Fabel reviewed the upcoming events, including the Snowfest Kick Off on March 3 and the Chamber Education Seminar on Time Management taking place March 17, 2011.

Alex Mourelatos left the meeting at this point.

G. CHAMBER OF COMMERCE CONSENT CALENDAR

M/S/C (GilanFarr/Merchant) (7-0-0) to approve the Consent Calendar as presented.

The following was approved in the Consent Calendar:

21. Chamber of Commerce Committee Minutes – February 16, 2011

22. February Chamber of Commerce Implementation Report

23. Community Marketing Grant for TCDA

At 12:28 PM, the Board of the North Lake Tahoe Chamber of Commerce adjourned and convened as the Board of the North Lake Tahoe Resort Association.

H. DIRECTORS' COMMENTS

Phil GilanFarr said NLTRA needs to be proactive in convincing Placer County that Caltrans needs to work more closely with the Joint Infrastructure and Transportation Committee. Ron Parson agreed, suggesting a lobbyist may be able to help.

Barb Cohen asked the Marketing Committee to set up previously agreed upon seminars for small lodging facilities, particularly related to the upcoming Amgen Tour.

Wally Auerbach voiced concern that the Board is not working on the right issues at meetings. He suggested the Board needs to focus on providing high level policy guidance to staff and Committees. Board training may be of value in learning how to interface with each other and staff in order to operate more efficiently.

I. MEETING REVIEW AND STAFF DIRECTION

Ron Treabess began clarifying staff direction given at this meeting, but Deanna Gescheider said the direction should be clear, given that at the end of each topic, there is a recap.

J. CLOSED SESSION

23. Personnel Matters

K. RECONVENE TO OPEN SESSION

24. Closed session report

There was no Closed Session.

L. ADJOURNMENT

The meeting adjourned at 12:39 PM

Submitted by Judy Friedman

Recording Secretary

THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS



March 18, 2011

To: Board of Directors

Fr: Interim Executive Director

Re: Review and Approval of Letter to TRPA for Support of the Boulder Bay Project

Background

Attached is staff's recommendation of a letter to be submitted to the Tahoe Regional Planning Agency in support of the Boulder Bay project. The TRPA Governing Board will be reviewing this project for final approval next Wednesday, March 23rd. Upon your approval, the letter will be sent to TRPA, immediately, in order to be placed in the Governing Board meeting packet.

At the March 2nd Board meeting when discussing possible support for the Homewood Mountain Resort project, Chairman McIntyre expressed concern that, in the past, Placer County had made it clear that NLTRA should not be involved in planning issues. He asked that before any letters of support are sent, he would like clarification from Placer County on the NLTRA's ability to do so. Jennifer Merchant stated there is nothing in the current NLTRA/Placer County contract precluding this group from taking action one way or another. As Jennifer said she would, she has since checked with County CEO, Tom Miller, on the appropriateness of the NLTRA sending a letter of support and provided his comments to me via email. Tom is comfortable with development of an NLTRA policy that allows support of project "principles," as they relate to the organization's master plan. Concepts would include project types that create community sustainability/stability; any impacts are fully mitigated, consistent with the Master Plan. He did address concern about getting too far out there and have it negatively tied back to opposition of the TOT renewal.

Staff agrees with Tom's direction and believes this is the approach that has been taken whenever the NLTRA staff and/or Board has made project comments on behalf of the organization. Staff will prepare a suggested policy for Board approval. We do feel the attached recommended letter meets with this direction for project comment policy formulation.

Requested Action

Staff requests that after discussion, the Board approve the submittal of the support letter to TRPA for the Boulder Bay project.



March 18, 2011

Tahoe Regional Planning Agency Governing Board
P.O. Box 5310
Stateline, NV 89449

To the Tahoe Regional Planning Agency Governing Board,

As the Interim Executive Director of the North Lake Tahoe Resort Association and North Lake Tahoe Chamber of Commerce, I am writing today to express both organizations' support of the proposed Boulder Bay redevelopment project.

As stated in the Resort Association's *North Lake Tahoe Tourism Development Master Plan*, the North Lake Tahoe region needs investment in its aging infrastructure. Not only because these blighted areas cause significant environmental harm, but also because deteriorating and substandard infrastructure contribute to our declining tourist market. Boulder Bay represents the type of infrastructure investment North Lake Tahoe needs to reverse this declining trend.

The existing Tahoe Biltmore is tired and dysfunctional. It meets none of today's advanced environmental standards and is no longer economically sustainable. After careful consideration of the FEIS and other related materials, we support the manner in which Boulder Bay provides enhanced environmental benefits in accord with the Community Enhancement Program. We also support the economic enhancements proposed, including the generation of 225 jobs and the provision of amenities unavailable elsewhere on the North Shore.

Boulder Bay demonstrates leadership in green building and could serve as a prototype for energy efficiency building in the alpine environment. Today's traveler is a smarter traveler and many are looking for options including a low carbon footprint and a commitment to environmental stewardship. Boulder Bay's green design, storm water mitigations and commitment to alternative transportation, as well as its focus on health and wellness, will lead the transition from an economy based primarily on gaming to a mixed-use, family and business-oriented hotel and wellness resort. The need for these types of transitions and expansions of economic opportunity is well documented in the *Lake Tahoe Basin Prosperity Plan*.

In addition, in reviewing the Lake Tahoe TMDL, the Lake Tahoe Environmental Improvement Program, and the Lake Tahoe Restoration Act of 2009 (Senate Legislative Calendar No. 436), it is clear we will not be able to meet our environmental goals,

consistent with the Compact, without the investment of the private sector. The proposed Boulder Bay Resort represents an exemplary and appropriate opportunity for private sector investment at Lake Tahoe.

Thank you for your consideration of the North Lake Tahoe Resort Association/Chamber of Commerce opinion on the proposed Boulder Bay Resort proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "Ron Treabess". The signature is fluid and cursive, with a large initial "R" and a long horizontal stroke extending to the left.

Ron Treabess
Interim Executive Director
North Lake Tahoe Resort Association
North Lake Tahoe Chamber of Commerce
(530) 581-8735