



north lake tahoe

Chamber | CVB | Resort Association

**NLTRA Board of Directors**

**MINUTES**

**Wednesday, January 10, 2018 – 8:30 a.m.**

**Tahoe City Public Utility District Board Room**

Board Members in attendance: Karen Plank, Samir Tuma, Adam Wilson, Brett Williams, Christy Beck, Aaron Rudnick, Gary Davis, Jennifer Merchant, Tom Lotshaw

Staff in attendance: Cindy Gustafson, Amber Burke, Al Priester, Natalie Parrish, Andy Chapman, Greg Howey, Sarah Winters, Anna Atwood

Others in attendance: Erin Casey, Ellie Waller, Lindsay Romack, Becky Moore, Caroline Ross, Renee Kojane, Christin Hannah, Rob Olson, Abigail Gallup, Christian Dempster, Bill Burke

**A. Call to Order-Establish Quorum**

The Board of Directors meeting was called to order at 8:30 am and a quorum was established.

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

- Ellie Waller, recommended that NLTRA visit and talk to Placer County about updating the strategic plan for Tahoe Vista/Kings Beach (for business retention and business retraction). There are many new business owners so a good opportunity to revisit.
- Ellie asked that staff update the strategic goals online.
- Ellie requested more details about weekly lodging barometer.

**C. Agenda Amendments and Approval-MOTION**

**M/S/C (Williams/Tuma) (8/0/0) to approve the agenda as presented**

**D. Consent Calendar-MOTION**

All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.

- Jennifer questioned if Placer County would still have a seat on the Marketing Committee? Adam shared it was his impression from mediation conversations that they would not have a seat but would still participate.
- Jennifer questioned the losses in Membership and want to make sure non TOT revenue is used to compensate the deficit. Cindy stated that Membership Dues has been raised 11% and shared some new membership categories that were recently established using a similar model to what Truckee has. The biggest change is capturing the businesses that has over 10 employees.

**M/S/C (Beck/Williams) (8/0/0) to approve the consent calendar**

1. Board Meeting Minutes –
  - a. December 6, 2017

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at [www.nltra.org](http://www.nltra.org)

2. Committee Minutes
  - a. BACC December 2017
  - b. Marketing December 2017 – No meeting in December.
  - c. Finance December 30, 2017
3. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000)
  - None at this time

#### E. Action Items

1. MOTION: Presentation of Bylaw Revisions and Acceptance of Member Comments
  - Cindy made a presentation at the last Board of Directors meeting of proposed changes and offered to share it again. The changes is a results of many committee structure meetings with committee member and public input that started in June 2016.
  - Cindy shared the changes would be more geographically diverse and well as more business diversity. Concerns heard from the community included: large businesses dominance, lack of summer and lakeside presentation, and too heavily dominated by ski areas.
  - Cindy went through the new make-up of Board Members. 6 Designated seats including Squaw/Alpine, Northstar, Sugar Bowl, Homewood, Ritz-Carlton, Resorts and Squaw Creek, 5 elected seats (2 Lodging – Property Management and 3 At-Large any Member), 1 -5 Appointed Seats and 1 seat appointed by Board of Placer County Supervisors.
  - Terms were consolidated and Board Member used to change every year now it's every 2 years.
  - She also shared the transition plan of the existing Board Members.
  - A written statement from Gerard Fenech from Tamarack Lodge was shared with the NLTRA Board Members.
  - Comments from Ellie Waller: Why will the recently elected Board Members be removed? Cindy responded they had a lot of dialog regarding this and it was decided that going into this 1<sup>st</sup> term of election, Board Members who would want to serve out their term and didn't win election, could then stand for appointment and be allowed to serve out their term.
  - Jennifer requested that Adam share the results of the vote. Of 342 voting members, 171 vote was needed to pass the amendments to the bylaw changes and 181 voted yes, 8 voted no and 6 abstained.
  - Jennifer shared she reached out to her council to discuss the impact that some of the bylaw changes would have on the contract and the relationship. Although he did not express a significant concern that changes should not be made, it was made clear that Placer County will continue to monitor expenditures to make sure TOT revenue does not be benefit areas outside of Placer County.
  - Adam stated the Board Committee accept the Bylaw Revisions and Acceptance of Member votes. The Members vote (in favor) does not require a motion.
2. MOTION: Acceptance of Member Ballots and Announcement of Available Seats for Election
  - Cindy shared there are 5 seats up for election, 2 Real Estate and 3 At-Large. Filing deadline is February 5, 2018 at 5pm.

**M/S/C (Williams/Rudnick) (7/0/1 – Merchant abstained) to accept the ballot count for the bylaw changes.**

**Action to staff/admin: Upload the new Scope of Work to the nltra.org website.**

**3. MOTION: Revisions to the Capital Projects Advisory Committee (CAP)**

- At the December Board of Directors Meeting, the new Capital Advisory Committee (CAP) was approved. Comments received was to add Squaw Valley Business Association to the eligible Business Association list. At the Placer County Board of Supervisors' meeting this suggestion was raised and the Board requested NLTRA consider adding Squaw Valley and also consider Northstar business association if they were interested.
- The Executive Committee raised concerns that you could have too many from on geographic locations so it was suggested to add a "sideboard" to the list indicating that one geography should have a maximum of two appointments between the three categories of group appointments to the CAP – Business Associations, Special Districts, and Ski Resorts.
- Second provision was that each of the group appointments be requested to submit nominations as well as alternates for the CAP. This would allow for the final committee appointments to be balanced to meet the first provision, providing maximum diversity of geographic representation on the CAP.
- Jennifer brought up the concern that Northstar business association is really not a business organization and that is why West Shore Association was excluded. Would it be appropriate to include or exclude Northstar or should then West Shore Association be included if Northstar is included?
- Samir questioned the status of the West Shore Association. Cindy responded that they have been struggling with meetings and representation.
- Brett suggested to change the language rather than making a policy behind a non-profit seems counter intuitive. The intent is to have representation. Christy also suggested on changing the language.
- Cindy suggested moving forward and getting the committee going. She asked that we use the criteria of 501c3 for this first go around and ask that the business association reach out and represent.
- Erin stated that organizations or individuals that has interest who don't see themselves on the list, NLTRA has a seat they can appoint and so does Placer County. This is a new committee and there will be room for improvement as you move forward and criteria can be changed down the road.

**M/S/C (Tuma/Plank) (8/0/0) to accept the revisions that other associations that are of 501c status that would like to participate would be able to be part of that group to designate their representation on behalf of their association and to accept the revisions of a maximum of two appointments in any geographic locations.**

**Action to staff (Cindy): Follow up with West Shore Association on their status as a business association.**

**4. MOTION: Proposed Scope of Work (Attachment A) for February 1 – June 30, 2018.**

- Adam thanked staff, Board Members and County staff for all their hard work over the holidays to get this completed.
- Cindy went through the new task in the Scope of Work with Placer County, February 1 – June 30, 2018. Some of the added new task include:
  - Update of the Marketing Coop agreement to ensure adequate NLTRA Board of Directors and Placer County oversight.
  - Complete a Tourism Development Plan (to include public relations, media, advertising, group/leisure sales, promotions, special events).
  - Research options and changes for Special Event strategy and policies.
  - Develop a plan to encourage greater use of customer service training video.

- Evaluate distribution of materials at informational kiosks and looking and evaluate options for mobile visitor center vehicle. Also develop a plan for increased revenue at VIC.
- Develop a customer service survey for VIC.
- Co-chair with Placer County, the Capital Projects Advisor Committee (CAP Committee).
- Work with Placer County staff to promote the Tourism Master Plan grants program.
- Provide feedback to Placer County on voter surveys.
- Other revisions to the current Scope of Work include: 1) Changed the term “Marketing” to “Tourism Development” to ensure broader understanding of all efforts. 2) Created a separate category for Visitor Services. 3) Revised current Scope of Work category titled “Capital Projects and Transportation” to Tourism Master Plan Implementation. 4) Eliminated Research and Planning as separate category within Scope of Work.
- Jennifer questioned the \$158 under Tourism Master Plan Implementation. Cindy and Al explained that some of the numbers were front loaded and over budgeted in the previous 1 and 6 month contract causing. 20% of Cindy’s time is spent on this category. Jennifer suggested including a second sheet displaying a full year schedule when this goes to the Board of Supervisors.
- Jennifer commented that it looks like administration numbers are all under Marketing. She suggested working out details on how to best show this to the Board of Supervisors so that it is less confusing.
- Cindy and Adam shared the need to develop the right reporting mechanism to be more transparent with our Boards and Members.
- Jennifer questioned the Marketing budget as she recalls there were a proposed increase back in July to add \$300,000 to the marketing budget. Of this amount \$134,000 went to the coop and she questioned where the additional funds are in the budget. Andy replied that it was probably across all categories, but he will pull A2 and review. He reduced the expected contribution in order to make pay for some of the expenses on the event side. He also mentioned there were reallocation of some expenses in to the marketing budget as it relates to the allocated because of changes in the transportation and infrastructure.
- Cindy did emphasize that the organization does go through an audit every year and any money not spent through proper processes goes back to the county.
- Adam stated that “Co-chair with Placer County” is broader than just showing up and to co-chair. Staff will be working together with Placer County on a variety of projects behind the scene too.
- Erin shared that the Scope of Work will go for approval at the Placer County Board of Supervisors on January 23, 2018 at the North Tahoe Event Center.

**M/S/C (Davis/Rudnick) (7/0/1 – Merchant abstained) to accept the proposed Scope of Work (and the attachments) for February 1 – June 30, 2018.**

**Action to AI: Change Marketing and Visitor Information on Attachment C to Tourism and Visitor Information. Change misspelled Implementation on the same attachment.**

**Action to AI: Include a full years’ schedule for attachment C.**

**Action to AI/Cindy: Create a more transparent document that does align with our County contract that is easier to understand for our Board/Public/Members.**

**Action to AI/Andy: follow up on where the additional \$165,000 were allocated in the budget by looking at A2 attachment.**

5. MOTION: Appointment of Election Committee

- Cindy stated that the Bylaws require the Board of Directors to appoint an Election Committee.
- The make-up of the committee is 3-7 members, at least one current member of the Board and one member not currently serving on the Board.
- Some of the duties include: solicit qualified candidates for nomination, give notice of election, to appoint an impartial party as inspector of election to tally the ballots and announce the results of the Board.
- The Executive Committee discussed nominations. At this time they include: Current Board members: Karen Plank and Tom Lotshaw. NLTRA Members: Alex Mourelatos, Ron Parson, Joy Doyle, JT Chevallier and a Non NLTRA Member: Bob Lansinger.
- Cindy reached out to the Donner Summit Association, and Pat Malmberg is unable to serve but Bob Lansinger is willing to serve on the election committee.

**M/S/C (Williams/Merchant) (8/0/0) accept the election committee as presented with the adjustment Cindy recommended above.**

F. Informational Updates/Verbal Reports

1. Review of Tourism Development Plan Process and Schedule

- Daphne Lange, the new Tourism Director comes onboard next week and is aware that one of the first tasks will be focused on the Tourism Development Plan.
- The first Tourism Development Committee meeting will be an initial workshop meeting.
- For that meeting Cindy proposes to extend invitations to all Members to attend and participate. The workshop will include a full presentation and then work stations throughout the room for input and suggestions.
- Samir questioned the outreach plan. Cindy replied the organization will e-mail our Members. Samir suggested that we consider a more personal outreach for a group of people to a few key stakeholders. Great way to introduce Daphne as our new Tourism Director.
- Jennifer suggested utilizing some of the CAP Committee - business association to reach out to their members.
- Brett suggested that we provide the Dean Runyan report and the Return on Investment on the events we support.

**Action to staff (Daphne/Anna): Email Dean Runyan report and the ROI on events to all participants prior to the first Tourism Development meeting/workshop.**

2. IMG/Escape Triathlon Introduction

- Amber introduced the Event Director, Christian Dempster (Event Director) and Bill Burke who are interested in conducting a race in North Lake Tahoe as part of the Escape Triathlon Series.
- The Escape to Triathlon series was started last year and 10,000 athletes enter a lottery for only 2,000 lots. As a qualifying event each Escape Triathlon Series event will be awarded 34 qualifying race slots into the 2019 Escape from Alcatraz Triathlon.
- Christian stated this is a Global Series with races in Huntington Beach, Philadelphia, Washington D.C, Lake Tahoe, London and Beijing. This is an event they are really looking to grow.
- The race is September 16, 2018 and Amber shared the event details. Mailers will be going out to residents and they will do everything they can to minimize impact.
- Jennifer suggested working with our local property management companies on keeping them updated.

- Andy stated the Olympic distance loop is a lot less impact than an Ironman race.

### 3. Staff Reports

- Andy has been working on the snow message, reaching out to partners and working around the low snow message. Funds has been reallocated and enhanced media efforts in Northern California. Digital outdoor was added, radio campaign with giveaways started last week, weather triggered digital assets along with social and PR efforts are in full swing.
- Preparing for Daphne Lange's onboarding next week.
- Andy shared that Greg Howey recently booked a big 1000 night program at Resort at Squaw Creek for November 2018.
- Sarah Winters also shared she has seen a nice increase in project placement in our Leisure Sales department.
- Christy had brought up a question on the dashboard report regarding the conference revenue being down 36% over last year. Andy shared some of the efforts and action steps done by the conference department.
- Cindy shared that visitation was up 38% at the Visitor Center over the holidays and thanked the staff that worked so hard on the bylaws.

## G. Special Report

### 1. Renee Kojane, Siren Arts – Arts & Culture at the Firehouse

- Siren Arts is comprised of 3 local artists/community activists: Christin Hanna, Abigail Gallup and Renee Kojane. The group is aligned with Robb Olson and advised by: Samir Tuma, Marguerite Sprague and Judy Friedman (and growing).
- The group is focused on reimagining the Old Firehouse Station in Tahoe City. Envision a sustainable building housing non-profits, the public and private entities. Ideas for the space include: Work Studio Spaces, Year-Round Farmers Market, Pop Up Stores, Performance and Shows, Commercial Kitchen Rental, Wedding Venue, Corporate Meetings and Events, Local Events (such as Elegant Affair, Chamber Meetings, Tailgate Talks, Parks Side Concessions Rentals)
- Renee shared that the non-profit art industry is big. A study show from 2015 a \$166.3 billion of economic activity.
- Strategy: The goal is to first seek partnership with the philanthropic organization called Artspace for either 1) Consulting services 2) Opportunity for ownership and/or 3) Fundraising support ([www.artspace.org](http://www.artspace.org))
- Phase 1: Creative Space Consulting Visit. Onsite visit to facilitate focus group meetings with civic leadership, funders, artists and business sector. Phase 2: Sustainable Facilities Analysis. Concept refinement, capital pro forma, fundraising planning.
- Siren Arts will be submitting an RFI and raising awareness and asked for the following: 1) be endorsed 2) Be referred and 3) help support this project.

#### Comments:

- Are they any alternative spaces? Renee shared they are focused on the old fire house.
- Timeline was questioned. Renee shared probably between 3-5 years before fruition but space could be used immediately.
- Jennifer cautioned to endorse due to NLTRA's contractual arrangement with supporting one submittal over an other. Cindy suggested supporting the concept behind it or that the arts is valued and aligned with our Tourism Master Plan. Jennifer advised against endorsing one over another.
- Brett suggested we will know more about the ability to endorse as more proposals come along and as we get closer to the end.

- Ellie suggested that the Placer County Board of Supervisors revisits this process at the upcoming meeting.

#### H. Reports/Back up Documents

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member

1. Destimetrics Report
2. Membership Accounts Receivable Report, December 2017
3. Conference Revenue Statistics Report
4. Monthly Summary of Transportation Meeting Outcomes – will post online when available
5. Finance Committee Reports, November 2017

#### I. Directors Comments

- TRPA received a permit application for the Tahoe South Event Center which Tahoe Douglas Visitors Authority is proposing to build on the big parking lot by the corner of Mount Bleu and Lake Parkway. This will go through an environmental review.
- Jennifer shared some highlights from a recent Placer County meeting. Placer County appointed Todd Leopold as their new executive officer, taking over from David Boesch who retired. The County also approved a loan agreement with Kila Tahoe to convey 60 tourist accommodations unit for Tahoe Lodge. The Board also approved a grant application for workforce housing development in Martis Valley.
- The upcoming Board of Supervisors Meeting will be held on January 23, 2018 at the North Tahoe Event Center. Some of the items on the agenda include: Scope of Work (NLTRA Contract), Agreement with one of the artist for art in the roundabout, Proposed North Tahoe Transportation Authority changes, 2 smaller contracts for snow removal for trails and a hearing on Granlibakken's TOT rates. There is a reception schedule for the Tavern at Northstar with the Board of Supervisors.
- Samir thanked Jennifer and staff at Placer County side on the incentive program for the tourist accommodations units. It sets a stage for more growth in the area.
- Brett shared the next Mountain Housing Council meeting is on Friday.
- Aaron shared that the local Rotary could always use more members.

#### J. Meeting Review and Staff Direction

- Cindy shared the new Bylaw will be posted on our website.
- Cindy will provide the notice of election and seats available to all the members.
- Will work with the county on a new budget exhibit and specially address the changes in the marketing plan this year.
- Reach out to the business association regarding the 501c status.
- Work on outreach for the Tourism Development Committee workshop.
- Cindy will start working with the Election Committee.
- Send out the revised budget to the Board Members.

#### K. Adjournment 11:50 am