



NLTRA Board of Directors Agenda and Meeting Notice

Wednesday, April 6, 2016 at 8:00 am
The Village at Squaw Valley Alpenglow Room
(near Uncorked in the Villae at Sauaw)

NLTRA Mission

To promote tourism and business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.

2016 Board of Directors

Wally Auerbach (Secretary)

Auerbach Engineering

Christy Beck

The Village at Squaw Valley

Sue Busby

Placer County BOS Appointee
Castle Peak Property Mgmt.

Brendan Madigan (Past Chair)

Alpenglow Sports

Valli Murnane

Tahoe X-Country

Eric Pilcher (Treasurer)

Moe's BBQ/Gear & Grind

David Tirman (Chair)

JMA Ventures, LLC

Samir Tuma

Kila Lake Tahoe

Brett Williams

Agate Bay Realty

Adam Wilson (Vice Chair)

Northstar California

Jennifer Merchant

Placer County Rep

Tom Lotshaw

TRPA (Ex-officio)

Quorum - 6

Majority of the NLTRA Board
Representatives

Items May Not Be Heard In the Order They Are Listed

A. **8:00 a.m. Closed Session to discuss CEO 2014-15 Review and compensation. Reconvene to Open Session**

B. **8:30 a.m. Call to Order-Establish Quorum**

C. **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.

D. **Agenda Amendments and Approval**

E. **Consent Calendar-MOTION (5 minutes)**

All items (**in Bold**) 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.

1. **Board Meeting Minutes –March 2, 2016 (pg. 1)**

All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

2. Capital Investment/Transportation Committee - No meeting in March

3. **Marketing Committee – March 29, 2016 (pg. 8)**

4. **Business Association and Chamber Collaborative – March 10, 2016 (pg. 9)**

5. **Lodging Committee – March 1, 2016 (pg. 10)**

6. Conference Sales Directors Committee - No meeting in March

7. **Finance Committee – March 30, 2016 (pg. 11)**

8. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors) – No Contracts in March

F. **Strategic Discussion (60 minutes) – Walk to Basecamp (between Wanderlust Yoga Studio and Uncorked)**

1. **Squaw Valley Village Redevelopment – Mike Livak, Theresa May Duggan (pg. 12)**

G. **Action Items (30 minutes)**

1. **MOTION: Discussion and possible approval of a REVISED Legislative Platform – Sandy Evans Hall (pg. 20)**

2. **MOTION: Recommend review and possible policy change for collection of Placer County TOT – Brett Williams (Lodging Committee Vote 6-0) (pg. 23)**

3. **MOTION: Discussion and possible approval of appointing Christine Horvath,**

Squaw Valley/Alpine Meadows to the North Lake Tahoe Marketing Cooperative replacing John Monson, Sugar Bowl – JT Thompson (Marketing Committee Vote 7-0) (pg. 27)

Supplemental Staff Reports

H. Staff Reports (30 minutes)

1. Marketing – JT Thompson

- a. Destimetrics (pg. 28)
- b. International Sales Update (pg. 42)

2. Visitor Information

- a. Visitor Information Opportunities (pg. 46)

3. Membership - Ginger Karl

- a. New Members
- b. Upcoming Events (pg. 51)

4. CI/T – Ron Treabess

- a. NLTE and Transportation Funding update (pg. 54)

5. Finance – Al Priester

- a. Draft Year-to-Date Financial Reports for February (pg. 84)

6. Administration – Sandy Evans Hall

- a. Contract Compliance Update (pg. 107)
- b. Tahoe Prosperity Center presentation follow-up (pg. 111)
- c. Organization Structure Task Force (pg. 115)
- d. Contract Budget and Process (pg. 136)

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

7. Conference Sales Reports (pg. 138)

8. Executive Committee Report – March 15, 2016 (pg. 146)

9. Capital Investment/Transportation Activity Report – February (pg. 148)

10. Dashboard – February (pg. 152)

I. Directors Comments (5 minutes)

J. Meeting Review and Staff Direction (5 minutes)

K. Adjournment

This meeting is wheelchair accessible

Posted and Emailed (4.1.16)



NLTRA Board Meeting – April 6, 2016

Executive Summary of Key Items

A. Closed Session

- To discuss CEO 2014-15 Review and Compensation, providing information requested by board on 3-2-16

F. Strategic Discussion

1. Squaw Valley Village Redevelopment

- Meeting will take place in Basecamp where the proposed Squaw Village model is located
- This item is informational only and is an opportunity to understand the issues and ask questions

G. Action Items

1. Legislative Platform

- Chris Perry from the County CEO office provided additional specificity to the legislative platform

2. TOT Policy Change

- Board Member Brett Williams met with members of the Lodging Committee in March to discuss support for a proposed change to the County TOT regulations that would require posting of license number in all forms of advertising in order to create a more level playing field with VRBO, Air BnB and other non-traditional rental of short term lodging
- Lodging committee voted 7-0 to recommend this policy change to the NLTRA Board
- Next steps would be to work with Jennifer Merchant to take this to appropriate County staff to determine barriers, costs, etc. of such a change
- If this is determined to be a net benefit to the County, this proposed change would then be brought to the Board of Supervisors

H. Staff Reports

1. Marketing – JT Thompson

b. International Sales Update

- JT will discuss new markets of China and Mexico as well as existing markets

2. Visitor Information – Emily Detwiler

a. Visitor Information Opportunities

- Emily will cover the report that she completed at the end of February in compliance with the Scope of Work and Strategic Goals

3. Membership – Ginger Karl

b. Upcoming Events - Community Awards Dinner and Silent Auction

- Please see the Silent Auction Donation Form and complete with your donation

4. CI/T – Ron Treabess

a. NLTE and Transportation Funding update

- Ron will discuss the RFP process that took place for the North Lake Tahoe Express and the current negotiations as well as the transportation funding process that the CI/T is finalizing

5. Finance – Al Priester

a. Draft YTD February Financial Reports

- Al will discuss the draft financial reports that were shown to the Finance Committee on March 30, 2016
- This is a great step towards having accurate reporting tied to our Quickbooks and Audit
- There are still a couple of areas of system interface that need to be fixed – such as Membership (interface with Weblink) and Visitor Center Retail Sales (interface with POS system)

6. Administration – Sandy Evans Hall

a. Contract Compliance

- Met with County CEO office, Jennifer Merchant and David Boesch regarding items of non-compliance for this fiscal year.
- In addition to missing some deadlines of 10 a.m. and 5 p.m., there were times when the packets were not complete at the deadline and additional information was sent at a later time
- There were also issues with the purchase of alcohol for entertaining clients and a misunderstanding of the rules around this issue. Further information about how other DMOs in California handle this issue will be provided to CEO David Boesch. There are also ways to use Incline Village Visitor Bureau funds to pay for alcohol since these expenses are paid by the Marketing Coop.
- In the meantime, staff is asking clients to pay for their own alcohol

b. TPC presentation follow-up

- Staff is requesting Board direction to coordinate funding and volunteer efforts with the Workforce Project. If so directed, staff will make a funding request on the May Board agenda
- North Shore Business walks would likely take place in June and would require approximately 150 volunteers

c. Organization Task Force

- The Task Force completed a SWOT analysis and the full list of comments are in the packet.
- The agenda focused on recapping the first meeting, looking at additional comparable communities of Breckenridge and Mammoth Lakes utilizing a grid that integrates all the info – in the packet slide presentation
- A couple of scenarios for organization structure changes were also presented and discussed
- The next meeting will look at governance and contract – the NLTRA contract with Placer was distributed and copies of contracts from Park City, Mammoth Lakes, Aspen, Breckenridge, Truckee TBID, and Steamboat Springs were made available

d. Contract Budget

- The total amount is \$6.6 M after \$1.3 M in County services has been deducted. This is the lowest amount for County services in the last 3 years, primarily due to the lowered need for TART funding
- Committees are now being engaged in providing direction on the initial budget and Scope of Work

- Staff will compile the budget and Scope of Work in April and take back to committees at the end of April
- The Board will then be asked to approve the Scope of Work and Budget (Attachment C to the Contract) at the May 4 Board Meeting
- County CEO office will receive the Scope of Work and Budget on May 6
- Contract negotiation will take place in May and the final contract with all attachments will be on the Board agenda on June 1 for approval
- Anticipated Board of Supervisors approval is on June 21.



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THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday, March 2, 2016 – 8:30 am

Tahoe City Public Utilities Board District – Board Room

MINUTES

BOARD MEMBERS IN ATTENDANCE: Wally Auerbach, Brett Williams, Tom Lotshaw, Jennifer Merchant, Samir Tuma, Sue Busby, Adam Wilson, Brendan Madigan, Valli Murnane, Eric Pilcher, and David Tirman

BOARD MEMBERS NOT PRESENT: Christy Beck

RESORT ASSOCIATION STAFF: Sandy Evans Hall, Ron Treabess, JT Thompson, Valerie Lomeli, Al Priester, and Judy Laverty

OTHERS IN ATTENDANCE: North Tahoe Public Utility District: Duane Whitelaw, John Bergmann, Sue Daniels; Tahoe City Public Utility District: Judy Friedman, Dan Wilkins, Ron Treabess, Cindy Gustafson, John Pang. Tahoe City Downtown Association, Stacie Lyans. North Tahoe Business Association, Joy Doyle. Cindy Gustafson, Heidi Hill Drum, and Randy Hill

A. CALL TO ORDER – ESTABLISH QUORUM

- The meeting was called to order at 8:32 am by David Tirman and a quorum was established

B. Public Forum: None

C. Agenda Amendments and Approval

M/S/C (Jennifer Merchant/Brett Williams) (9/0/0) motion to approve agenda

D. Visiting Boards – Introductions and Call to Order

- Tahoe City Public Utility District called their meeting to order 8:34 am
- North Tahoe Public Utility District called their meeting to order 8:35 am

E. Strategic Discussion

1. Tahoe Prosperity Center presentation on Measuring for Prosperity – Tahoe Basin Socio-Economic Indicators.

- Heidi Hill Drum with the Tahoe Prosperity Center presented the Socio-Economic Indicators for the Tahoe Basin “Measuring for Prosperity.” Heidi also introduced the Workforce Project that the TPC is working on and raising funds for. Few items included:
 - Economic Indicators:
 - Overnight stays/TOT
 - Average daily hotel rates
 - Skier days
 - Sales tax collections
 - Median home prices

- 2nd homeownership rates
 - Per capita income
 - Total employed/unemployed
 - Jobs by industry
 - Development in urban areas
- Community Indicators
 - Population growth/decline
 - Public and private school enrollment
 - Registered voter participation
 - College enrollment
 - Crime rates
 - Payers for hospital services
 - Diagnosis groups of concern
- Continued reliance on tourism, but tourism employment has declined from 50% of total employment in 2003 to 44% in 2013.
- Incomes continue to decline – not keeping up with inflation
- Home Price to income ratios:
 - Reno 5 to 1
 - San Francisco 8 to 1
 - Tahoe 10 to 1
- TPC will meet with local residents, businesses and schools to determine current challenges
- TPC will evaluate expected changes to the tourism economy and what those changes may mean for future job opportunities.
- TPC is requesting support for the workforce project with funding and volunteers for the North Shore business walks, evaluation of the labor market needs and solutions to be implemented for the region.
- The Joint Boards (TCPUD, TCDA, NTPUD, NTBA, and NLTRA) all discussed in great length the impacts the region is facing and how to be more involved. Few discussion items include:
 - Board member asked Heidi where TPC's funding comes from.
 - Heidi informed the Joint Boards that the TPC funding comes from a few places including: all jurisdictions around Lake Tahoe, Placer County, South Lake Tahoe Chamber, grants, and private money.
 - A Board member wanted to see more affordable housing and wanted to see more awareness of the struggles the region is going through.
 - Board member asked if the TPC is looking into the impacts of workers commuting from Reno, Carson City, or Gardnerville to Lake Tahoe. Since these areas are growing more rapidly and paying more than Lake Tahoe wages, will this be a huge impact in the Lake Tahoe region if commuters find jobs closer to home?
 - Heidi definitely sees the impacts of the growth in Reno and how it will impact in the Lake Tahoe region, but not sure what those will be yet. The TPC will be looking into this in the second phase.
 - Board member wanted to see how to sustain local businesses currently in the Community. Many are unable to sustain a successful business here with the high housing costs.
 - Heidi informed the Board member that the issue addressed is what the study is based on. The survey targets businesses owners and employees and how the impacts of the region are affecting them.
 - Board member informed the group that there is currently a North Lake Tahoe Truckee Regional Housing study being done.

- Heidi informed the group that the TPC is working with the Truckee-Tahoe Collaborative really closely because their housing survey is also touching on workforce. The housing study will help with the following: number of affordable housing units needed in the community, the number of workforce needed in the community and the number of middle income needed in the community. These are the pieces that are needed and once the numbers are provided it will be a bit easier to work with the government and real estate agents.
- Board member wanted to know what the driver is for the \$10,000 difference in income in the North and South Shore.
 - The North Shore has higher job titles than the South Shore and South Shore jobs tend to be more seasonal.
- Discussion that this issue isn't just workforce or housing it's more than that. The housing is just a piece and same goes for the workforce, these are pieces that are impacting the region.
- The TPC will need the following funding:
 - North Lake Tahoe region will need \$10k for phase one and \$10k for phase two. There is currently no funding for the North Lake Tahoe Region
 - South Lake Tahoe currently has \$10k in funding for phase one and another \$10k for phase two. Money was raised through the South Lake Tahoe Chamber, Lake Tahoe Community College, and an education block grant.
 - The total cost for the two regions is \$40k
- The business walk in South Lake Tahoe will be March 14th and March 15th.
- If funding is received for North Lake Tahoe, the business walks will take place in April or May.
- Board members came together and agreed to working together on these issues and assist with funding for the business walks and market research in North Lake Tahoe.

F. Visiting Boards – Action and Adjournment

- Tahoe City Public Utility District adjourned their meeting at 10:02 am
- North Tahoe Public Utility District adjourned their meeting at 10:03 am

G. Consent Calendar-MOTION

M/S/C (Valli Murnane/Sue Busby) (10/0/0) motion to approve consent calendar with the following corrections of the February BOD meetings and February Finance Committee brief:

- February BOD meeting minutes on page 12, to clarify the legislative platform discussion. Jennifer Merchant asserted that the contract required collaboration with County CEO staff on the Legislative platform. While the platform that the board approved was provided by the contract due date, the required collaboration was not per the County's expectation. A revised platform will be provided to the board in April.
- Page 17, Finance Committee Brief, to remove Ramona Cruz from the meeting minutes and motion. The following Committee members present were: Eric Pilcher, Jennifer Merchant, and Wally Auerbach (via-phone).

1. Board Meeting Minutes –February 3, 2016

All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

2. **Capital Investment/Transportation Committee- February 22, 2016**
3. **Marketing Committee – February 23, 2016**
4. **Business Association and Chamber Collaborative – February 11, 2016**
5. Lodging Committee – No meeting in January
6. Conference Sales Directors Committee – No meeting in January
7. **Finance Committee – February 18, 2016**
8. Financial Reports
9. **Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors)**
 - a. **Memorandum of Agreement Amendment between NLTRA and Placer County DPW for Truckee River Corridor Access Plan**

H. Action Items

1. **MOTION: Discussion and possible approval of concept of adding a deed restriction on the Tahoe City Golf Course in exchange for expanding the Town Center boundary by adding the high capability clubhouse property – Sandy Evans Hall, Wally Auerbach**
 - Sandy briefly reviewed the concept of adding a deed restriction on the Tahoe City Golf Course in exchange for expanding the Town Center boundary by adding the high capability clubhouse property. Cindy Gustafson with Tahoe City Public Utility District went over the maps and benefits of this concept:
 - 7.2 acres removed from center; 4.2 acres added (clubhouse area).
 - Golf course and wetland basin changed from residential and mixed use to recreation.
 - Special planning area for Town Center addition: matching SEZ Restoration and sidewalk extensions.
 - The ownership partners in the Memorandum of Understanding have agreed to go their respective boards and gauge their willingness to accept a deed restriction on this property.
 - The details of the deed restriction have not been fully determined, but will have Board approval before moving forward.
 - Board members are only accepting the deed restriction as the tool that will be used and the Board will review the actual language at a later date.

M/S/C (Wally/Sue Busby) (9/0/0) motion to approve staff recommendation to consider a deed restriction on the Tahoe City Golf Course, subject to further review and further discussion on the specific language on the deed restriction.

*Samir Tuma recused himself from this discussion.

*Valli Murnane left at 10:53am

2. **MOTION: Discussion and possible approval of resolution naming signers for \$100,000 Emergency Cash Flow Fund at Plumas Bank – Al Priester (Finance Committee vote: 2-0)**
 - No Board comments.

M/S/C (Samir Tuma/Adam Wilson) (9/0/0) motion to approve staff recommendation to approve resolution-naming signers for \$100,000 emergency cash flow fund at Plumas Bank.

3. MOTION: Discussion and possible approval of revised Amendment to the Placer County contract revising the amount owed to the Infrastructure Fund from 2014/15. (Please see backup documentation under I -4. a.)

- Sandy reviewed the revised Amendment to the Placer County contract revising the amount owed to the Infrastructure Fund from 2014/15. Sandy informed everyone, that at the February Board of Directors meeting the 3rd amendment agreement between Placer County and the NLTRA had been approved and added to the Board of Supervisors February 23rd agenda for approval. Unfortunately, a few days before the BOS meeting, the Finance Department recognized that there were a few pieces that were not taken from the number that was originally given to the Board in February - \$125,581 and the 3rd Amendment had to be removed from the BOS agenda a few days before their meeting.
- The correct number owed to the Infrastructure Fund from 2014/15 is \$96,572.54. This item will be brought back to the BOS Tuesday, March 8th meeting for approval.
- Board member wanted to thank the staff for digging deep, being transparent/brave, and raising their hand to admit there was a mistake.

M/S/C (Adam Wilson/Wally Auerbach) (8/0/1) motion to approve the revised Amendment to the Placer County contract the revised amount of \$95,572.54 owed to the Infrastructure Fund from 2014/15.

***Abstained by Jennifer – since she'll be taking this item to the Board of Supervisor**

I. Staff Reports

1. Marketing – JT Thompson

a. Destimetrics

- JT reviewed the Destimetrics. Few items included:
 - As of January 31, 2016, rooms booked during the month, compared to rooms booked during the same period last year (Jan, '15) for all arrival dates has changed by 106.3% - incredible increase.
 - Average daily rate had also improved with a 3.1% increase for February, and inching up for the next six months.

b. Event updates: Spartan Races, Amgen Women's, World Cup

- Spartan Race is on schedule. Race organizers have secured North Lake Tahoe and Squaw Valley in 2016 for their Annual World Championship held every fall.
- WinterWonderGrass Tahoe update – staff continue weekly conference calls with the event producer and marketing manager to make sure all messaging is in alignment and is keeping NLTRA updated.
- Amgen Tour of California Women's race – NLTRA is partnering with the IVCBVB and South Lake Tahoe as a sponsor to host a stage of the women's Tour of California. The NLTRA is continuing to keep pushing Amgen to bring the Men's race back to North Lake Tahoe.
- Tough Mudder – NLTRA staff reached out to Truckee Chamber for assistance in bringing additional sponsorship dollars. They may step up with additional sponsorship funds after a number of details are ironed out. NLTRA staff also arranged a meeting of the Truckee Airport and the Tough Mudder Director to open a discussion about using the airport for overflow parking. This is not the ideal scenario and staff feels that closer parking will enhance the guest experience. Staff will continue to work on this issue.

- Board member asked JT if the Town of Truckee was going to participate in putting in funds and what was the outcome of that discussion.
 - JT informed the Board that Truckee Chamber offered \$2,500 of the \$15,000 NLTRA asked for. NLTRA will be continuing their talks with the Town of Truckee for more money in sponsorship.
- 2. Membership - Ginger Karl**
- a. New Members**
 - o One returning member – The Eadington Gallery
 - b. Past/Current Event Update**
 - o March 3rd - Squaw Dogs Mixer has been cancelled
 - o March 30th – Ambassador meeting location TBD
 - o April 5th – Breakfast club at Granlibakken Tahoe
 - o April 7th – Chamber Mixer at the Stillwater Spa, Hyatt
 - o April 20th – 62nd Annual Community Awards Dinner, “Stars of North Lake Tahoe,” The Resort at Squaw Creek
 - Silent Auction donations are currently being accepted
 - “Employees” & “Ambassadors” sponsor opportunities available
 - Nomination deadline for Awards, Employees & Volunteers ends March 10th EOD.
- 3. CI/T – Ron Treabess**
- a. Project Approval Update**
 - o Ron informed the Board of the BOS consideration and probable approval of 11 projects recommended by the CI/T Committee in October 2015.
 - o At the CI/T Committee last month they made a recommendation for transportation funding for the 2016/17 fiscal year of \$1,288,000. With appropriate increases of all existing of Transportation and putting together marketing program for each of those services.
- 4. Administration – Sandy Evans Hall**
- a. Revised payment to Placer County**
 - o See comments in item H.3
 - b. Attachment G – Policy for \$100,000 Cash Reserve**
 - o Sandy informed the Board that the Attachment G - Policy for \$100,000 Cash Reserve, Jennifer and Sandy came up with language and it will be going into the packet as an amendment.
 - c. Organization Structure Task Force Update**
 - o Sandy briefly covered the first meeting of the Task Force that was held on Friday, February 26th.
 - o Board member wanted to know if the comments from the Task Force would be produced in a format for all to read.
 - Sandy informed the Board member questions would be available for review.
 - d. Upcoming Meetings**
 - o Meeting with the CEO’s office Friday, March 4th
 - o Next Board meeting will be at Squaw Valley, April 6th.

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

- 5. Conference Sales Reports**
- 6. Executive Committee Report – January 19,2016**
- 7. Capital Investment/Transportation Activity Report – December**
- 8. Dashboard – December**

J. Directors Comments

- On April 18th and April 19th the Board of Supervisors will be in North Lake Tahoe.
- Tom Lotshaw with the TRPA informed the Board that the “Best of Basin” nominations are due at the end of the month.

K. Meeting Review and Staff Direction

- Organization Structure notes to the Board
- Sandy will be working with the various entities at today’s Board meeting to coordinate funding for the workforce project.

L. Closed Session if needed. Reconvene to Open Session

M. Adjournment:

- Meeting was adjourned at 11:27 am.

Submitted by
Valerie Lomeli
Executive Assistant
NLT Chamber/CVB/Resort Association



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COMMITTEE: Marketing
MEETING DATE: Mar 29 2016
BOARD MEMBERS PRESENT: Brett Williams

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

- 3.1 M/S/C (Jackson/Gibboney) (7/0) to approve the agenda with one amendment, moving item J. after item L.
- 4.1 M/S/C (Moore/Jackson) (7/0) to approve the meeting minutes from February 23, 2016.

BOARD APPROVAL/DIRECTION REQUESTED:

- 8.2 M/S/C (Moore/Jackson) (7/0) to elect Christine Horvath to NLT Marketing Cooperative Committee through the 2016-2017 Fiscal Year.



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COMMITTEE: Business Association and Chamber Collaborative

MEETING DATE: March 10, 2016

COMMITTEE MEMBERS PRESENT: Adam Wilson, Caroline Ross, Stephen Lamb, Stacie Lyans, Joy Doyle, Chris Perry, Cody Hanson, Rob Weston, Blane Johnson, and Ginger Karl

OTHERS IN ATTENDANCE: Allegra Demerjian & Nicole Duxbury -The Abbi Agency, Ambera Dodson-silent A photography

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- **Action for JT:** to provide a brief of High Notes at the April BACC meeting

MOTIONS MADE/VOTE:

M/S/C (Rob Weston/Adam Wilson) (10/0/0) motion to approve agenda amendments

M/S/C (Stacie Lyans/Cody Hanson) (10/0/0) Motion to approve Business Association and Chamber Collaborative Committee meeting minutes from February 11th, 2016

M/S/C (Joy Doyle/Rob Westin) (8/1/0) motion to approve Northstar \$10,000 marketing grant request



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COMMITTEE: Lodging

MEETING DATE: Mar 1, 2016

BOARD MEMBERS PRESENT: Brett Williams/Sue Busby

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

Action to JT/Marketing Committee/School of Thought: NLTRA's Google ad words should not be overlapping with our lodging members.

Action to JT/Emily: Explore the opportunity of bringing Lodging providers, Conference partners, Employee together for a networking/educational event.

Action to Sandy: Schedule a meeting next month.

MOTIONS MADE/VOTE:

4.1 M/S/C (Busby/Braga) (5/0) to approve the agenda as presented.

5.1 M/S/C (Braga/Busby) (4/0/1 – Williams abstained) to approve the meeting minutes from June 25, 2015, May 29, 2014 and April 17, 2014.

7.2 M/S/C (Braga/Busby) (6/0) to endorse a Placer County TOT policy change.

BOARD APPROVAL/DIRECTION REQUESTED:

7.2 M/S/C (Braga/Busby) (6/0) to endorse a Placer County TOT policy change.



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COMMITTEE: Finance Committee

MEETING DATE: March 30, 2016

COMMITTEE MEMBERS PRESENT: Ramona Crus, Jennifer Merchant, and
Mike Salmon (via-phone)

COMMITTEE MEMBERS NOT PRESENT: Eric Pilcher

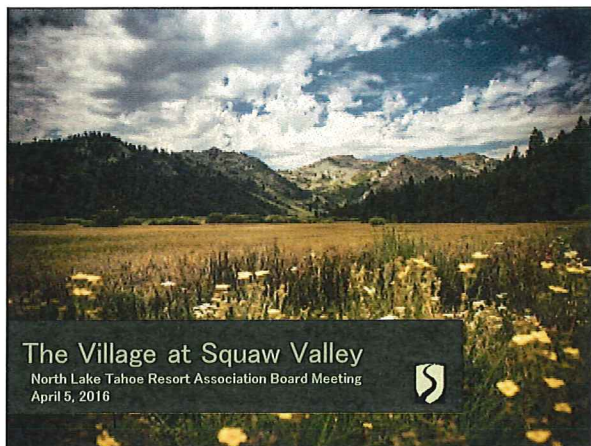
ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- **Action for AI:** to review the Aging Summary again and total all delinquent items 180+ days and bring back to the Committee.
- **Action for AI:** to create a new account for Prior Period Adjustments.
- **Action for AI:** to follow up with Jason and Greg to see how collection of outstanding invoices are coming along.
- **Action for AI:** to provide a re-forecast at the April Finance meeting.
- **Action for Valerie:** to bring to the Committee in May an accurate number of Active Chamber members.
- **Action for AI & Staff:** to look into the Squaw Valley Trail Snow Removal and see who paid for this (Placer County or NLTRA).
- **Action for AI:** to update the sponsorship budget to reflect the number on A-3 and update the Autumn Food and Wine budget number reflect the A-3 number.
- **Action for AI:** to review the sub-budgets and make sure those are allocated out, allocating the allocation in the budget, and add in all of the amendments since the original budget.
- **Action for AI:** to prepare a comparative of Financials for the months that were presented and approved by the Finance Committee and to be brought back to the May meeting for discussion.

MOTIONS MADE/VOTE:

M/S/C (Jennifer Merchant/Eric Pilcher) (3-0-0) motion to approve the agenda

M/S/C (Jennifer Merchant/Eric Pilcher) (2-0-0) motion to approve Finance Committee minutes from February 18, 2016

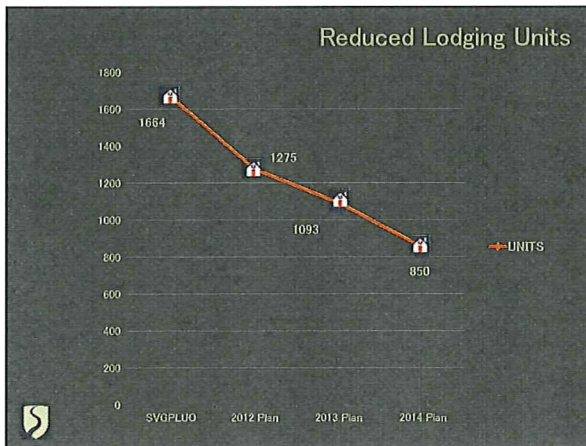


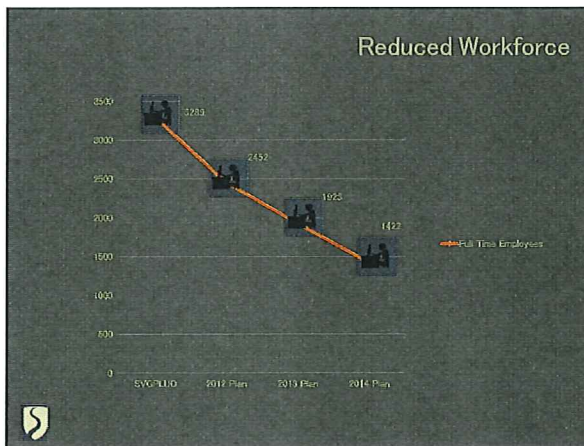
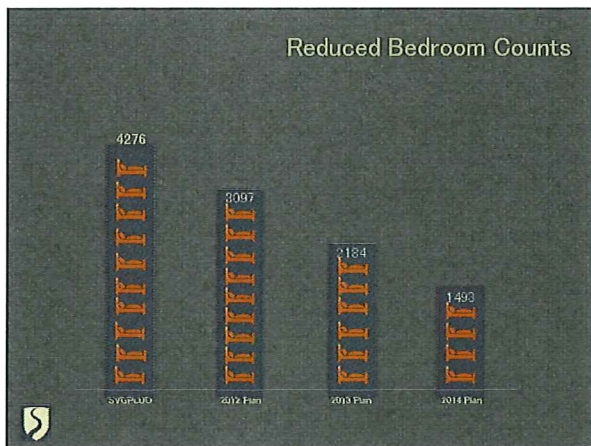
Evolution and Benefits

- Plan Changes/Downsizing
- Community Benefits
- Plan Economics
- Environmental Benefits

Evolution and Benefits

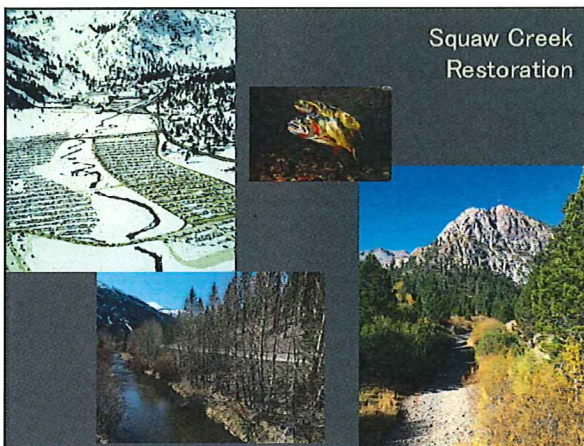
Community Informed Village Changes

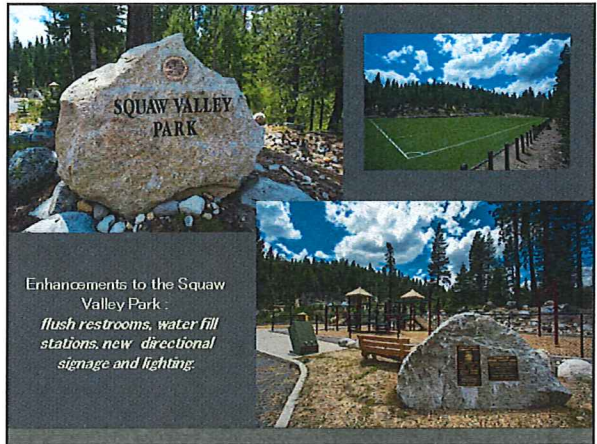
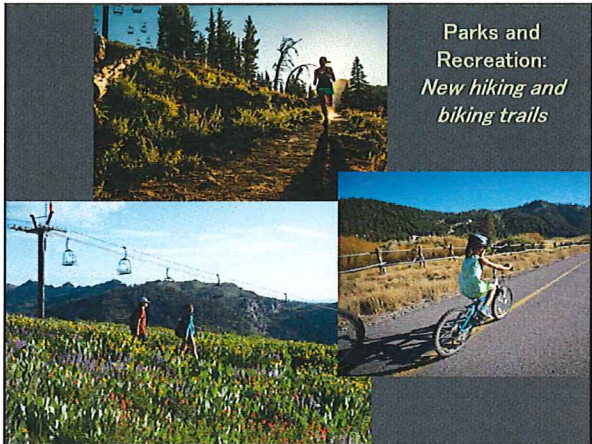
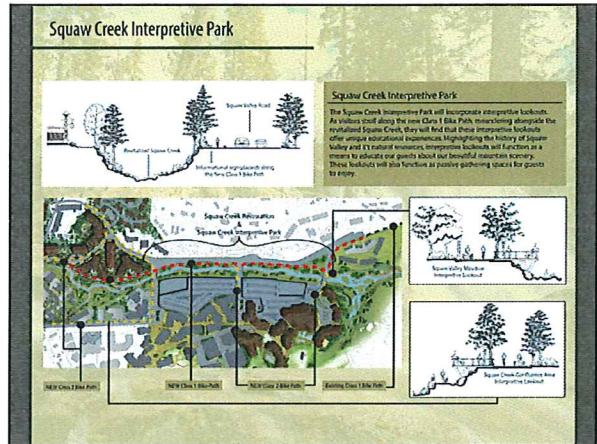




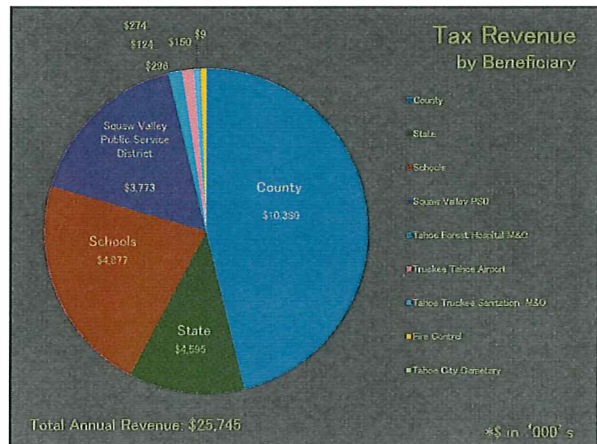
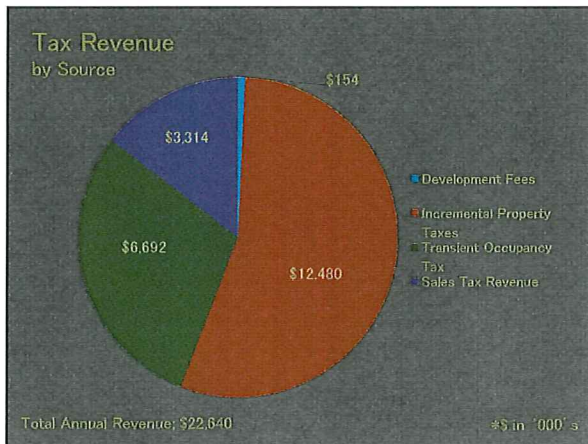
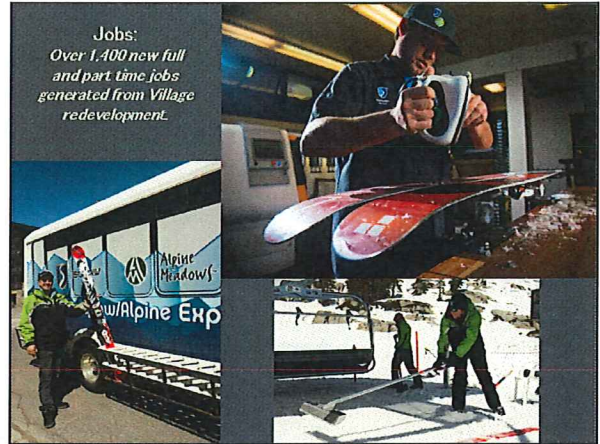
Community Benefits

A dark grey rectangular box containing the text "Community Benefits" in a light green font. Below the text is a logo consisting of a stylized white 'S' shape inside a dark grey square.

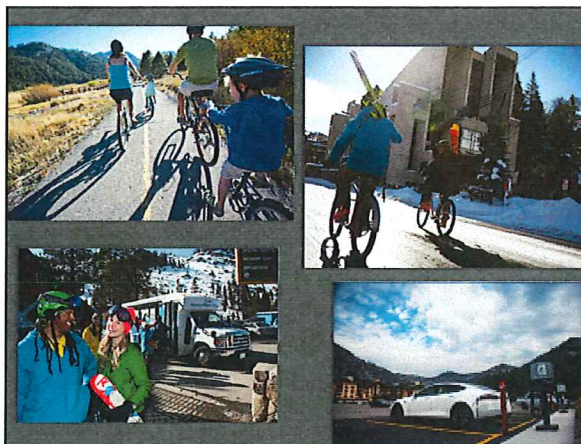




Economic Benefits

Environmental Benefits



DRINK MTN TAP
FRESH TASTE WITHOUT WASTE

Squaw Valley Alpine Meadows is committed to reducing the waste and being a steward of the environment. By discouraging the sale of bottled water, together we can save over 28,000 single-use plastic bottles from going into landfill each year.

The encourage you to hydrate the better way with reusable water bottles. Bring your own from home or purchase a \$5 1.5L reusable bottle for the same price as a disposable bottle available at our dining facilities and retail stores. Stay hydrated and help your bottle with our great tasting, mountain tap.

FROM THE MOUNTAINS AND VALLEYS OF THE SQUAW VALLEY ALPINE MEADOWS, WE INVITE YOU TO ENJOY THE FRESH TASTE OF MOUNTAIN WATER.

SQUAW VALLEY ALPINE MEADOWS

Planning/Approval Schedule 2016

- Final EIR April 2016
- Planning Commission Hearing May 2016
- Board of Supervisors July 2016

Thank you!
Questions?



NLTRA Strategic Goals 2015-2020
How the Village at Squaw Valley Redevelopment Advances Those Goals
NLTRA Meeting, April 6, 2016
Alpenglow Room, Base Camp

2015/2016 Action Plan:

“Such plan shall focus on increasing visitation to the destination during mid-week and strike zone time periods, average length of stay per visitor and total number of visitors arriving by air.”

“Work with RASC to increase direct air service, particularly to the East Coast with 15%-20% more passengers into Reno Tahoe Airport.”

“Ensure information racks at the Reno-Tahoe International Airport are stocked at all times with materials promoting North Lake Tahoe.”

RTIA Board Chairman Andy Wirth is doing just that! He’s succeeded in adding direct flights to Reno-Tahoe from NY and Southern California. In addition, the resort recently opened a Mountain Concierge inside the Reno-Tahoe International Airport, serving as a convenient location for Reno locals and arriving out-of-town visitors to fulfill their resort-related needs in Tahoe. More here: <http://squawalpine.com/explore/blog/squaw-valley-alpine-meadows-opens-mountain-concierge-inside-reno-tahoe-international>

“Generate positive editorial coverage in national and regional publications and communication channels.”

Squaw Valley|Alpine Meadows was recently named the number one ski resort according to the readers of USA Today. As one of the premier ski resorts in North American we’re proud to share our name as part of the North Tahoe region.

“Develop or recruit one special event with national and/or international television coverage, preferably in an indentified initiative and/or during a strike zone period.”

Squaw Valley was recently selected as the prospective site to host the 2017 Alpine World Cup event.

“Work with PCTPA to participate on ½ cent transportation sales tax ballot measure.”
“Development of Transit Vision funding plan.”

The Leadership Team at SV|AM supports and will actively participate in the upcoming effort to increase transit options in our region. We also support current and planned transit improvements:

Current Regional Transit Contributions

- SV|AM has supported the “Free Skier Shuttle” (now operated by Tahoe Area Regional Transit) since 2012. This service provides enhanced door-to-door service between regional hotel and motel operators and SV|AM resorts. Since

the program began, SV|AM has contributed between \$65k and \$170k per year in support. Lodging providers and guests say that this program is a welcomed improvement. SV|AM funds about 60% of the service and most of the remainder is funded by the North Lake Tahoe Resort Association, additional contributions come from Homewood Mountain Resort/JMA Partners.

- SV|AM contributes another \$60-\$65k to TART and other regional transit efforts that are supported by TNT/ TMA and NLTRA, including paying our employees' fares to ride the bus since 1998.
- The Free Skier Shuttle and the TART service both utilize NextBus software, which allows riders to directly access wait-times for the next bus from their handheld devices.
- SV|AM played an instrumental role in helping to get Uber interested in serving the Tahoe basin, and efforts are ongoing. Uber is potentially a great resource for expanding ride-share options.
- There are many beneficiaries of improved transit systems, including residents, restaurants, lodging, retail, and resorts. Only a portion of regional visitors are patrons of our resorts. Of this subset, our resorts are typically able to capture just 30% to 40% of guest expenditures. .
- SV|AM has participated in crafting, and strongly support, the transit vision below. The "Sustainable Transit Vision" effort is being led by the North Lake Tahoe Resort Association (NLTRA), the Truckee North Tahoe Transportation Management Agency (TNT/ TMA), and local community leaders. Together, a long term vision has been identified providing for enhanced public transit that would increase service areas, decrease or eliminate costs to the users, and decrease headways/ waiting time. Together with the committee, SV|AM has led three annual Transit Summit meetings in 2012, 2013, and 2014. Monthly meetings are ongoing. The group has undertaken an initial public outreach campaign, and is considering a variety of funding options.

SV|AM believes The Transit Vision will:

- Improve services and lower costs for employees and residents
- Improve SV|AM competitive position with regard to peer destination resorts, especially for "destination" visitors who are accustomed to leaving their cars at home, and regional residents who are choosing competitor resorts (Salt Lake, Whistler, etc.)
- Support more frequent visits by existing clientele, due to improved experience; i.e. not driving, less traffic congestion, less hassle parking
- Diminish parking requirements on site
- Increase our ability to host and execute large events
- Strengthen SV|AM's commitment to environmental stewardship

"Support and fund progress of completion and rehab or regional trail system"

The Squaw Valley trail system will be upgraded and enhanced with new interpretative signage along a rehabilitated Squaw Creek. Improvements and signage are also planned for Shirley Canyon and the Squaw Valley Park.



North Lake Tahoe Chamber Resort Association

2016 Legislative/Regulatory Platform Key Principles

1. Encourage and seek legislation that facilitates orderly economic expansion and growth of the tourism industry and other economic initiatives. Support and seek opportunities to increase revenues that provide for the Resort Association and Placer County's tourism and economic initiative goals.
2. Oppose legislation that significantly impedes or prohibits tourism businesses in North Lake Tahoe. Oppose legislation and regulation that result in increased costs to tourism businesses in North Lake Tahoe.
3. Support legislation that protects the North Lake Tahoe environmental quality of life, its diverse natural resources, wildlife habitat and lake clarity while also enhancing the socio-economic quality of life of the residents.
4. Encourage and seek legislation that provides funding for redevelopment, public transportation, environmental mitigation programs, trails and other infrastructure development.
5. Support Placer County position on the Lake Tahoe specific proposals listed below:

Environment

- Lake Tahoe Total maximum Daily Load Implementation (TMDL)
 - Seek or support legislation to : (1) minimize further water quality regulation and unfunded mandates, with an emphasis on minimizing administrative, monitoring and inspection requirements that do not directly lead to cleaner storm water; (2) facilitate implementation of local fee programs to support storm water quality program implementation and; (3) continue and increase state and federal funding assistance for TMDL compliance and storm water program implementation.
- Lake Tahoe Restoration Act
 - Seek or support funding for restoration efforts to preserve and protect Lake Tahoe.
- Lake Tahoe Environmental Improvement Program

- Advocate and support legislation for state agency regulations and grant eligibility criteria that would provide funding for environmental restoration, environmental redevelopment activities and expansion of multi-modal transportation systems in the Lake Tahoe Basin.

Broadband

- Seek funding for installation and expansion of broadband (high speed internet service) to all parts of the County to drive economic development and job opportunities, support county service delivery, and improve health, education and public safety outcomes for residents.

Transit

Support funding and programs that support the transit vision:

- Increase service frequency
- Expand nighttime transit service
- Coordinate transit brand and service delivery
- Modernize passenger information technology
- Enhance the visitor experience
- Provide stable and reliable workforce transportation
- Increase economic vitality
- Reduce traffic congestion
- Reduce parking problems
- Reduce air pollution and greenhouse gas emissions
- Lake Tahoe Transit Federal Operating Assistance
 - i. Seek or support the Tahoe Metropolitan Planning Organization’s efforts to have the Tahoe Basin receive a special designation* as an urbanized area for the purpose of receiving funds.
 - ii. *population of 190,000 in 37 square miles

Environmental Redevelopment

- Support legislative efforts and identify key legislators to champion policies that provide new tools and resources to help strengthen the prospects for environmental redevelopment in the Tahoe Basin. Specifically to address environmental redevelopment toward achieving TRPA Regional Plan, Placer County Area Plan, and EIP goals.
- Leverage the Sustainable Community Strategy to achieve these goals.
- Monitor efforts and advocate for the elimination of barriers for rural communities’ participation in critical environmental redevelopment grant/formula programs.

Housing Assistance

- Advocate for a permanent source of state and federal funding for the development of affordable housing.

Sustainable Communities

- Leverage the Sustainable Community Strategy to achieve these goals.
- Support legislation that expands community revitalization and economic development tools including funding options for projects that provide demonstrable benefits to reduce Greenhouse Gas emissions and improve energy efficiency
- Support the preservation of funding for the Community Development Block Grant (CDBG) program and increasing the funds available under the program.
- Oppose imposition of one-size-fits-all, land use, building and development guidelines related to sustainability.

Forest Management

- Seek or support programs, regulation, legislation and funding at the state and federal levels to mitigate fire danger with fuel load reduction in critical forests and watersheds, and enhance programs for funding recovery when fires occur. Coordinate with agencies, conservancies and other stakeholders to improve the health of Sierra Nevada forests.



February 5, 2016

To Lodging Committee Members:

I am writing to request the lodging committee evaluate and potentially endorse a TOT policy change in Placer County. I, and many other professional vacation rental managers, believe there are numerous individual vacation rental owners that are currently not paying TOT tax on their rents and/or mandatory housekeeping fees they are charging guests. This is because the owners are either unaware or they just do not want to pay the tax.

My proposal is similar to what the State of Hawaii requires for their TOT certificate holders. Hawaii requires agencies, and individuals, to post the specific TOT certificate number associated with property in all advertising. This makes it easier not only for the State of Hawaii to enforce which properties may not be paying, but it also helps create a pressure to conform for those owners that may have previously been trying to circumvent the rules. The requirement to post Id numbers is not unusual in made professional trades. For example, the California Bureau of Real Estate requires all agents and brokers to post their Bureau of Real Estate (BRE#) in all advertising.

I believe Placer County and North Lake Tahoe are missing out a big opportunity to help increase our TOT revenues by not requiring this easy to implement policy change. Not only do I think TOT collections would increase, but it would be another step in helping "level the playing field" for all parties in the lodging industry (motels, hotels, resorts, and vacation rentals) since more individuals would be paying the 10% tax.

Thank you for you consideration in officially endorsing this proposed policy change.

Best regards,

Brett Williams



north lake tahoe

Chamber | CVB | Resort Association

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

LODGING COMMITTEE MEETING MINUTES

Tuesday, March 1, 2016 – 3 pm

Tahoe City Visitors Center

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Stephanie Hoffman, Amy Decko, Brett Williams, Cynthia Braga, Sue Busby, Alex Mourelatos

RESORT ASSOCIATION STAFF: Emily Detwiler, JT Thompson, Sandy Evans Hall, Anna Atwood

OTHERS IN ATTENDANCE: Dana Lipsky (Hauserman), Judith Kline (Tahoe Luxury Property), Martha Bryan (Cedar Glen Lodge)

I. MEETING OF THE LODGING COMMITTEE

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The Lodging Committee meeting was called to order at 3:02 pm

2.0 PUBLIC FORUM

2.1 No public forum.

3.0 INTRODUCTION OF COMMITTEE MEMBERS

3.1 A quick introduction was made of the committee members and other lodging supplier in attendance.

4.0 AGENDA AMENDMENTS AND APPROVAL

4.1 **M/S/C (Busby/Braga) (5/0) to approve the agenda as presented.**

5.0 APPROVAL OF LODGING MEETING MINUTES FROM THE MEETING ON JUNE 25, 2015, MAY 29, 2014 & APRIL 17, 2014.

5.1 **M/S/C (Braga/Busby) (4/0/1 – Williams abstained) to approve the meeting minutes from June 25, 2015, May 29, 2014 and April 17, 2014.**

6.0 COMMITTEE CHAIR

6.1 Emily shared that Christy Beck has been the chair of this committee for several years but was unable to attend today. Cynthia Braga volunteered to be chair for the lodging committee for 2016. Emily suggested that this be tabled until the next meeting since Christy Beck is not present today.

7.0 PLACER COUNTY TOT POLICY CHANGE ENDORSEMENT – BRETT WILLIAMS

7.1 Brett Williams stated he would like to request the lodging committee to evaluate and potentially endorse a TOT policy in Placer County. Brett along with many other professional vacation rental managers believe there are numerous individual vacation rental owners that are currently not paying TOT tax on their rents

and/or mandatory housekeeping fees they are charging their guests. This is because the owners are either unaware or they just do not want to pay tax. His proposal is similar to what the state of Hawaii requires for their TOT certificate holders. Hawaii requires agencies, and individuals to post the specific TOT certificate number associated with property in all advertising. This makes it easier not only for the State of Hawaii to enforce which properties may not be paying, but it also helps create pressure to conform for those owners that may have previously been trying to circumvent the rules. He believes Placer County and North Lake Tahoe are missing out a big opportunity to help increase our TOT revenues by not requiring this easy to implement policy change.

Committee member comments:

- It has been suggested to the Placer County auditors that Eldorado County requires the TOT certificate number be posted in all their advertising, that they do the same.
- One committee member shared Airbnb is in discussion with Placer County regarding collections of TOT funds. Airbnb will possibly have just one certificate and collect on behalf of all their owners and pay Placer County. Airbnb will not share any information to governmental agencies about their owners due to privacy issues.
- There has to be process going forward with the mailers going out from Placer County that does not create confusion like previous mailers did.
- Enforcing this will make it easier long term for the county and make sure everyone is playing by the same rules.
- The Hawaiian model would make the marketplace comply.
- There are ways we can help provide Chamber Lodging Suppliers and websites to Placer County.
- There were suggestions on how mailers can be sent out to “APN” numbers without TOT certificates.
- Have the assessor’s office provide more education in forms of sending out letters to new homeowners “if you plan on renting out your unit here are the rules of engagement”.
- Advertise this to the lodging community so that for the Board meeting anyone possibly against this endorsement could speak up.

Sandy reviewed the process going forward with the committee members:

- 1) Get an endorsement from the Lodging Committee
- 2) The Lodging Committee members would bring this forth to the NLTRA Board of Directors at the April Board Meeting.
- 3) Take it to the Placer County Assessor’s Office/CEO office and review how something like this would be implemented and what their process is.
- 4) Hopefully have it be on agenda at the Placer County Board of Supervisors in June.

7.2 M/S/C (Braga/Busby) (6/0) to endorse a Placer County TOT policy change.

8.0 MARKETING - JT THOMPSON

8.1 JT reviewed some of the highlights from the campaign that ran, Sept 14 – Nov 28th, 2015. He stated this year we made a change with our digital marketing to focus primarily in Southern California. He shared the following results with the committee:

- Digital Activity included: Desktop, In-Picture & Mobile Banners
- Video Slate & Pre-Roll
- Search AdWords

Analysis: 1) Display partners over-delivered on impressions by 13% 2) Fall Campaign ran 2x more impressions than 2014 Winter Campaign, driving 2x more clicks as a result of leveraging more budget into cost efficient placements of DataXu 3) Mid-campaign optimizations were successful.

DataXu Performance: This partner was the fall season workhorse with driving the most impressions, clicks and lodging page view throughs, Mobile placements were DataXu’s most successful unit, ultimately achieving a lower than planned CPM in programmatic real time bidding.

GumGum Performance: GumGum continued to perform above the CTR benchmarks.

Hulu Performance: Although, the Slate’s CTR slightly dropped from the 6-week report, its Lodging Page View Through activity was generated entirely in the 2nd half of the campaign. This was discontinued for the spring advertising as it did not perform that great.

Comments/Feedback:

There were some comments on google ad words, as several lodging providers are buying the same ad words as School of Thought and therefore competing with us. JT shared he will be happy to share the list of words with the lodging providers. Brett also questioned the role of NLTRA in marketing. Should this organization penetrate what the individual constituents can't penetrate on their own? NLTRA should be penetrating destination markets. Brett also stated that our destination can't survive on our winter market from the Bay Area. Mother Nature has shown that even during big winters, occupancy can be down because people can't get here.

Sandy shared her thoughts of what role NLTRA plays, and that it is different than individual properties. After the recession in 2008 we really counted on the short distance traveler from the Bay Area to come and it worked. North Lake Tahoe did not see a big drop in numbers as other destination markets did and we are now trying to branch out to other destination markets, like Southern California. Sandy shared that it's still important to reinforce a brand message in the Bay Area. JT stated the only thing that hits the Bay Area in advertising is the google ad words. There is a lot of other marketing the organization does through PR, Conference Sales, Tourism Sales, OTA's, VRBO and etc. He mentioned the opportunity of doing coop advertising. JT also recommended a monthly/bimonthly networking event that could include an educational session for lodging partners, conference sales, employees.

Action to JT/Marketing Committee/School of Thought: NLTRA's Google ad words should not be overlapping with our lodging members.

Action to JT/Emily: Explore the opportunity of bringing Lodging providers, Conference partners, Employee together for a networking/educational event.

JT brought up the conversation he has had with Airbnb about tracking room nights and economic impact on special events. Airbnb would create a landing page for the special events that we can use. The committee members were opposed to it as they are not collecting Transient Occupancy Tax on their units.

9.0 TBID PROCESS – SANDY EVANS HALL

9.1 Sandy shared information on what a TBID is with the committee members. A TBID (tourism business improvement district) is a stable source of funding used for marketing efforts. It could be done through an assessment to guest or lodging properties. She shared this is a much longer conversation that that time allows today but asked if any committee members be interested in serving on the Destination Task Force Committee.

Brett recommended that this be part of the Lodging Committee meeting.

Action to Emily: Schedule a meeting next month.

11.0 ADJOURNMENT

11.1 The meeting adjourned at 4.57 pm.

Submitted By:

Anna Atwood, Marketing Executive Assistant
NLT Chamber/CVB/Resort Association



Date: April 6, 2016

TO: Board of Directors

FROM: JT Thompson, Tourism Director

RE: Discussion and Possible Approval of Appointing Christine Horvath, to the Marketing Co-Op Committee

Committee would like to appoint Christine Horvath, Squaw Valley | Alpine Meadows to the North Lake Tahoe Marketing Cooperative replacing John Monson, Sugar Bowl. (Marketing Committee Vote 7-0)