



**north lake tahoe**

Chamber | CVB | Resort Association

### Marketing Staff Report

**Date:** November 2, 2016

**To:** Board of Directors

**From:** JT Thompson, Tourism Director

**RE:** Marketing Update

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#### **DestiMetrics:**

Attached you will find our Executive Summary for September 2016. The month of September saw strong gains in occupancy, rate (ADR), and revenue per available room (RevPAR). YOY increase in occupancy of 8.6% and ADR was up 4.4%.

We are still seeing *on the books* reservations for the next six months rising dramatically by almost 22%, and incremental pacing for the months of Nov. and Dec. vs. previous year are very strong with 28% and 37% increases respectively. We are continuing our forecast for a strong Winter Season!

#### **Spartan World Championships:**

2016 World Championships saw over 10,000 athletes from across the globe scale some of the most challenging mountain terrain to compete for over \$100,000 in cash and prizes. The 2016 course featured never before seen obstacles and utilized new terrain and mountain trails at Squaw Valley. NBC was once again on hand to film all of the action, and will televise the Reebok Spartan Race World Championship on December 25th, 2016 at 5p.m. ET– a culmination of the network's comprehensive season-long coverage of Spartan Race which began earlier this year.

#### **Welcome Amber Burke:**

We are very excited to announce the most recent addition to the NLTRA marketing team. Amber joined our team on Oct. 24<sup>th</sup> as Events & Communications Manager. She most recently worked at Northstar California as Sr. Manager of Events & Conference Services. A 15 year resident of North Lake Tahoe, Amber brings a wealth of events experience and a passion for the destination. Please help me welcome Amber to the team.

### Executive Summary

Data based on a sample of up to 9 properties in the North Lake Tahoe destination, representing up to 1177 Units ("DestiMetrics Census") and 36.45% of 3229 total units in the North Lake Tahoe destination ("Destination Census")

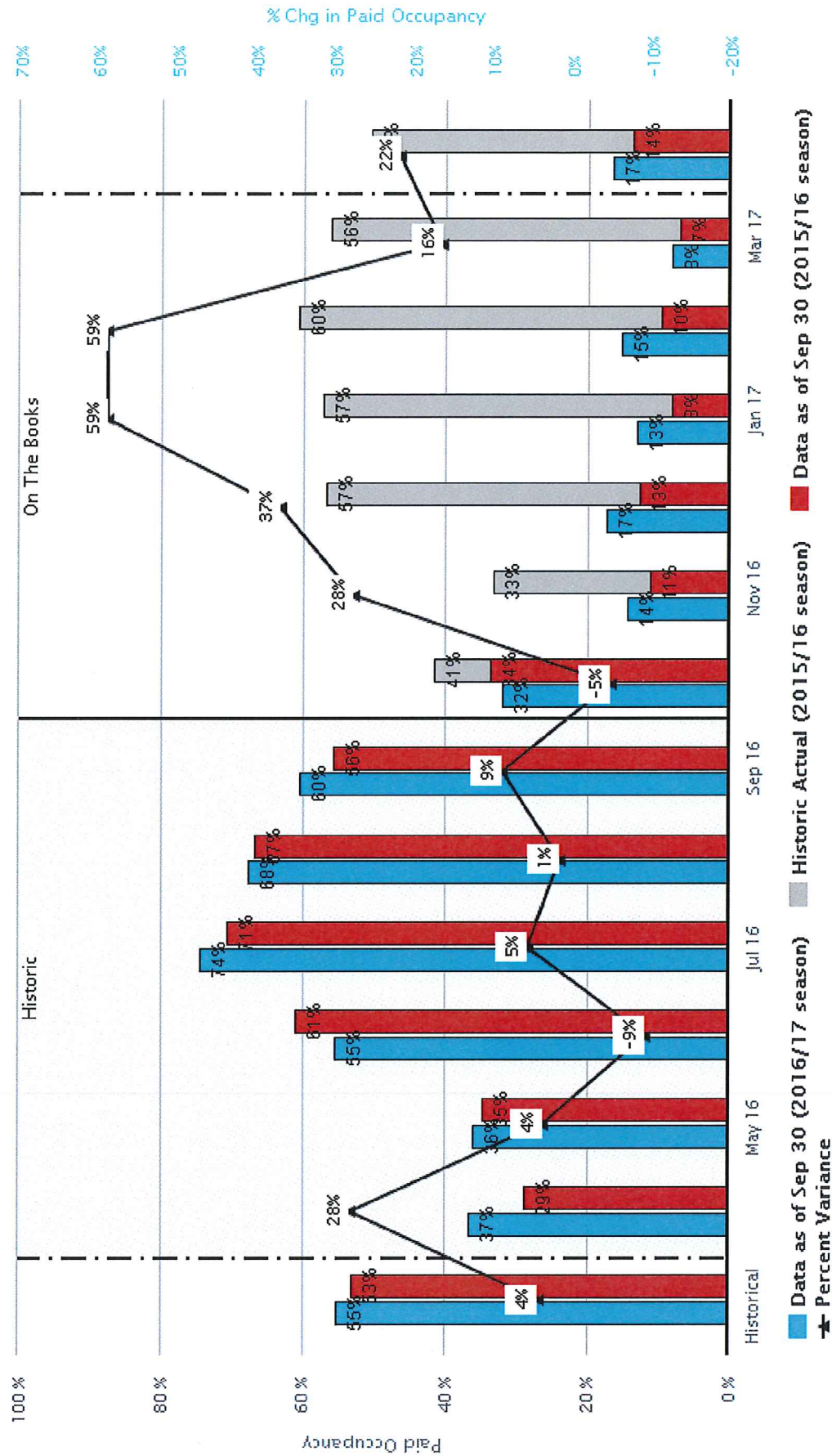
Last Month Performance: Current YTD vs. Previous YTD	2016/17	2015/16	Year over Year % Variance
North Lake Tahoe Occupancy for last month (Sep) changed by (8.6%)	Occupancy (Sep) :	55.6%	8.6%
North Lake Tahoe ADR for last month (Sep) changed by (4.4%)	ADR (Sep) :	\$ 218	4.4%
North Lake Tahoe RevPAR for last month (Sep) changed by (13.4%)	RevPAR (Sep) :	\$ 121	13.4%
Next Month Performance: Current YTD vs. Previous YTD			
North Lake Tahoe Occupancy for next month (Oct) changed by (-5.0%)	Occupancy (Oct) :	33.6%	-5.0%
North Lake Tahoe ADR for next month (Oct) changed by (12.6%)	ADR (Oct) :	\$ 176	12.6%
North Lake Tahoe RevPAR for next month (Oct) changed by (7.0%)	RevPAR (Oct) :	\$ 59	7.0%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD			
North Lake Tahoe Occupancy for the past 6 months changed by (4.0%)	Occupancy	53.1%	4.0%
North Lake Tahoe ADR for the past 6 months changed by (3.7%)	ADR	\$ 235	3.7%
North Lake Tahoe RevPAR for the past 6 months changed by (7.9%)	RevPAR	\$ 125	7.9%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD			
North Lake Tahoe Occupancy for the future 6 months changed by (21.9%)	Occupancy	13.6%	21.9%
North Lake Tahoe ADR for the future 6 months changed by (8.2%)	ADR	\$ 232	8.2%
North Lake Tahoe RevPAR for the future 6 months changed by (31.8%)	RevPAR	\$ 32	31.8%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Sep 30, 2016 vs. Previous Year			
Rooms Booked during last month (Sep,16) compared to Rooms Booked during the same period last year (Sep,15) for all arrival dates has changed by (-9.2%)	Booking Pace (Sep)	4.7%	-9.2%

\* DestiMetrics Census: Total number of rooms reported by participating DestiMetrics properties as available for short-term rental in the reporting month. This number can vary monthly as inventories and report participants change over time. \*\* Destination Census: The total number of rooms available for rental within the community as established by the and adjusted for properties that have opened / closed since that time. This number varies infrequently as new properties start, or existing properties cease operations.

DESCRIPTION: The Reservation Activity Outlook Report tracks occupancy, average daily rate (ADR), and revenue per available room (RevPAR); the key metrics most of interest to lodging properties. The report combines the data sets of participating properties into a destination wide view that features three data sets (providing that sufficient information is available) including: i) current YTD occupancy, ii) last YTD occupancy, iii) last season's ending occupancy. The Reservation Activity Outlook Report is generated on a monthly basis, usually for a 12 month subscription period, and is created from data provided by a group of properties participating in a cooperative manner, and representing a valid set of data as a result. Report results are provided only to those properties who participate by submitting their data. Additionally, participating properties can order (on an a-la-carte basis) an individual report which shows the reservation activity of their property, measured against an aggregated set of competitive properties that they choose from amongst DestiMetrics's other participants. As is the case in all DestiMetrics data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

# North Lake Tahoe Paid Occupancy (Most Recent Data)

## Res Activity Outlook as of Sep 30, 2016



# Accounts Receivable Summary

Invoices With Apply Dates Through September 30, 2016  
Aged as of Friday, September 30, 2016

<u>Revenue Item</u>	(Double click to drill down)	<u>Not Yet Due</u>	<u>Current</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>91 - 120</u>	<u>121+</u>	<u>Total</u>
Activities		0.00	0.00	0.00	0.00	0.00	290.00	290.00
Dues		0.00	2,765.00	1,360.00	140.00	1,470.00	13,875.00	19,610.00
Email Blast		0.00	1,200.00	0.00	75.00	0.00	20.00	1,295.00
TMBC		0.00	0.00	0.00	0.00	15.00	0.00	15.00
Tourism Summit		0.00	25.00	0.00	0.00	0.00	0.00	25.00
<b>Total Open Invoices</b>		0.00	3,990.00	1,360.00	215.00	1,485.00	14,185.00	<b>21,235.00</b>
Unapplied Payments With Payment Dates Prior to and Including 09/30/2016								
								5.00

**Pre-Payments: Payments Made Prior to 09/30/2016 on Invoices With Apply Dates After 09/30/2016**

**Total Pre-Payments**

**Net Accounts Receivable (Open Invoices Less Unapplied Payments Less Pre-Payments)**

**21,230.00**



## **Chamber Programs and Events**

### **November Report**

**November 10** – Chamber Mixer – UC Davis TERC & Sierra Nevada College Incline Village 5-7 p.m.

**November 17** – Chamber Mixer – Northstar Joint Mixer with Truckee Donner Chamber at Tavern 6330 5-7 p.m. (Bring a can of food for food drive)

**November 25 through December 24** - Shop Local Holiday Campaign

**December 10** – Chamber Mixer – Sunnyside – Toys for Tots 5-7 p.m. (bring a new or slightly used toy)

**December 15** – Holiday Open House – North Lake Tahoe Visitor Center



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**November 2, 2016**

**Subject:** Updates: Call for Projects Process and Transportation Investment Plan (Measure M)

**From:** Ron Treabess, Director of Community Partnerships and Planning

**Staff Request:**

- This is an informational item only and no Board action is necessary.

**Call for Projects Process:**

- Staff has received 16 new TOT funding requests for a total of \$1,790,242.
- The amount of funding available as of July 1, 2017 for new requests is \$1,519,458.
- Applicant presentations were made to the CI/T Committee on October 24<sup>th</sup>.
- Staff is working with the applicants to resolve funding and questions/comments that Committee members brought forth at the presentations meeting.
- Staff will bring revisions for Committee review and recommendations at a CI/T Committee meeting scheduled for November 14<sup>th</sup>, 1:00-4:30 p.m. at the TCPUD.
- Recommendations will be presented to NLTRA Board at its December 7<sup>th</sup> meeting.
- The new project application request list is attached.

**Transportation Investment Plan (Measure M)**

- Staff, along with TNT/TMA Staff, and some participation from representatives of the YES on M Committee have completed educational presentations to various organizations. (List Attached)
- Overall, there has been very minimal objection to the proposal.
- We will continue posting educational information on NLTRA website and social media through November 8<sup>th</sup>.



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November 2, 2016

New applications for 16/17—Funding available July 1<sup>st</sup>, 2017

• Roundabout Art	\$75,000	Tahoe Arts
• New Historic Ski Lodge	\$194,197	Tahoe XCountry
• Olympic Museum Planning	\$125,000	Squaw Valley Museum Foundation
• Martis Valley Trail	\$250,000	NCSD
• Mountain Bike Trail Wayfinding	\$14,092	Tahoe Area Mountain Biking Association
• Bike and Transit User Software	\$30,000	TNT/TMA
• Maritime Museum Campus Plan	\$125,000	Tahoe Maritime Museum Foundation
• Bike Software for Visitor Display	\$27,700	Tahoe Environmental Research Center
• Donner Summit Visitor Kiosk	\$53,000	Donner Summit Legacy
• Directional Exit Sign	\$65,000	Trimont Land Co.(DBA Northstar California)
• Northstar Water Fill Bottle Stat,	\$73,610	Trimont Land Co. (DBA Northstar California)
• Programmable Message Boards	\$72,643	Trimont Land Co.(DBA Northstar California)
• Emigrant Trail	\$250,000	Placer County DPWF
• Kings Beach Roundabout 267	\$100,000	Placer County DPWF
• Northstar Bus Shelter	\$60,000	Placer County DPWF
• Speedboat Beach Plan Dev.	<u>\$275,000</u>	Placer County DPWF
<b>\$1,790,242 TOTAL</b>		

2016-17 Available Project Funding		Total	Maintenance Reserve
16-17	Starting Funds from 2015-16	\$4,260,134	\$184,742
16-17	Proposed Contract C.I. TOT Funds	\$1,865,549	
16-17	Proposed Contract Transportation TOT Funds	\$1,575,750	
16-17	*Fund Balance Carryover	\$2,531,496	
16-17	Approved Contract C.I. Potential Invoices 16-17	(\$3,002,180)	
16-17	Approved Contract Trans. Probable Invoices	(\$1,575,750)	
16-17	Potential C.I. Projects Requiring Application	(\$100,000)	(\$130,000)
16-17	C.I. Reserve for Previously Approved Funds	(\$3,421,419)	(\$16,863)
	Undesignated Potential Funding	\$2,133,580	\$37,879

Previous approved Truckee River Trail Year 3 Request -614,122

**Total Funding Available for New Requests \$1,519,458**

## **NLTRA Staff**

### **Measure M Presentations Calendar**

<b>September 1</b>	<b>TNT/TMA</b>
<b>September 6</b>	<b>Tuesday Morning Breakfast Club</b>
<b>September 7</b>	<b>NLTRA Board</b>
<b>September 14</b>	<b>Transit Summit</b>
<b>September 16</b>	<b>Tahoe City Public Utility District</b>
<b>September 21</b>	<b>North Tahoe Business Assoc.</b>
<b>September 21</b>	<b>Tahoe City Downtown Assoc.</b>
<b>September 21</b>	<b>Northstar Community Services District</b>
<b>September 22</b>	<b>Kiwanis</b>
<b>October 11</b>	<b>North Tahoe Public Utility District</b>
<b>October 18</b>	<b>Rotary</b>
<b>October 25</b>	<b>Squaw Valley Public Utility District</b>
<b>October 26</b>	<b>Tahoe Truckee Airport District</b>
<b>October 26</b>	<b>Squaw Valley Measure M Reception</b>

# Monthly Report August 2016

## CONFERENCE REVENUE STATISTICS

### North Shore Properties

#### Year to Date Bookings/Monthly Production Detail FY 16/17

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 16/17</u>	<u>FY 15/16</u>	<u>Variance</u>
Total Revenue Booked as of 8/30/16:	\$2,192,425	\$2,653,185	-17%
Forecasted Commission for this Revenue:	\$82,247	\$142,923	-42%
Number of Room Nights:	12157	14025	-13%
Number of Delegates:	14111	16812	-16%
Annual Revenue Goal:	\$3,000,000	\$2,800,000	7%
Annual Commission Goal:	\$173,000	\$165,000	5%

<u>Monthly Detail/Activity</u>	<u>August-16</u>	<u>August-15</u>	
<u>Number of Groups Booked:</u>	4	3	
Revenue Booked:	\$112,497	\$40,570	177%
Projected Commission:	\$892	\$3,884	-77%
Room Nights:	715	264	171%
Number of Delegates:	275	224	23%
	2 Assn., 1 Corp,		
Booked Group Types:	1 Govt.	2 Corp., 1 Smf	
Lost Business, # of Groups:	0	7	

<u>Arrived in the month</u>	<u>August-16</u>	<u>* Est.</u>	<u>August-15</u>	
Number of Groups:	5		7	
Revenue Arrived:	\$201,389		\$273,081	-26%
Projected Commission:	\$14,785		\$21,858	-32%
Room Nights:	893		1723	-48%
Number of Delegates:	211		521	-60%
	3 Corp., 2		3 Corp., 2	
Arrived Group Types:	Assoc.		Assn., 2 Govt.	

<u>Monthly Detail/Activity</u>	<u>July-16</u>		<u>July-15</u>	
<u>Number of Groups Booked:</u>	2		4	
Revenue Booked:	\$84,736		\$119,459	-29%
Projected Commission:	\$0		\$3,023	-100%
Room Nights:	655		850	-23%
Number of Delegates:	425		10390	-96%
			1 Ca Assoc., 1	
			Corp, 1 Smf, 1	
Booked Group Types:	1 Corp, 1 Govt.		Assoc.	
Lost Business, # of Groups:	3		4	

<u>Arrived in the month</u>	<u>July-16</u>	<u>* Est.</u>	<u>July-15</u>	
Number of Groups:	6		7	
Revenue Arrived:	\$1,025,536		\$569,373	80%
Projected Commission:	\$55,670		\$18,614	199%

Room Nights:	4926	2686	83%
Number of Delegates:	1551	1790	-13%
	2 Corp., 2		
	Assoc, 1 Govt.	4 Corp, 1 Assn.,	
Arrived Group Types:	1 Seminar	1 Smf, 1 Govt.	
	2 Corp., 2		
	Assoc, 1 Govt.	4 Corp, 1 Assn.,	
Arrived Group Types:	1 Seminar	1 Smf, 1 Govt.	

<b>For 2017/18:</b>	<b>\$255,995</b>	<b>\$500,000</b>
<b>For 2018/19:</b>	<b>\$241,952</b>	<b>\$250,000</b>

<b>NUMBER OF LEADS Generated as of 8/30/16:</b>	<b>39</b>
YTD 7/31/15:	9
YTD 7/31/14:	16

**Total Number of Leads Generated in Previous Years:**

2015/16	194
2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

## Monthly Report August 2016

### CONFERENCE REVENUE STATISTICS

#### South Lake Tahoe

#### Year to Date Bookings/Monthly Production Detail FY 16/17

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>16/17</u>	<u>15/16</u>	<u>Variance</u>
Total Revenue Booked as of 8/31/16:	\$249,373	\$80,695	209%
Forecasted Commission for this Revenue:	\$8,788	\$5,122	72%
Number of Room Nights:	2022	668	203%
Number of Delegates:	1060	410	159%
Annual Commission Projection:	\$15,000	\$10,000	50%

Monthly Detail/Activity	<u>August-16</u>	<u>August-15</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$7,209	\$139,320	-95%
Projected Commission:	\$1,081	\$6,966	-84%
Room Nights:	70	1220	-94%
Number of Delegates:	35	300	-88%
Booked Group Types:	1 Corp.	1 Assn.	

<u>Arrived in the month</u>	<u>August-16</u>	<u>August-15</u>	
Number of Groups:	2	0	
Revenue Arrived:	\$146,529	\$0	
Projected Commission:	\$8,047	\$0	
Room Nights:	1290	0	
Number of Delegates:	335	0	
Arrived Group Types:	1 Corp., 1 Assn.		

Monthly Detail/Activity	<u>July-16</u>	<u>July-15</u>	
<u>Number of Groups Booked:</u>	2	2	
Revenue Booked:	\$26,320	\$7,662	244%
Projected Commission:	\$3,948	\$1,149	244%
Room Nights:	244	66	270%
Number of Delegates:	529	68	678%
Booked Group Types:	2 Corp.	2 Smf	

<u>Arrived in the month</u>	<u>July-16</u>	<u>July-15</u>	
Number of Groups:	1	3	
Revenue Arrived:	\$19,526	\$30,232	
Projected Commission:	\$0	\$1,749	
Room Nights:	64	211	
Number of Delegates:	30	150	
Arrived Group Types:	1 Corp.	1 Assoc., 2 Smf	

**NUMBER OF LEADS Generated as of 8/31/16: 39**

**Total Number of Leads Generated in Previous Years:**

2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205



## 2016-17 Officer Nomination Form

Chair: **Adam Wilson**

Vice Chair: \_\_\_\_\_

Treasurer: \_\_\_\_\_

Secretary: \_\_\_\_\_



## Organization Structure – Next Steps

### Update 9-30

#### Marketing –Set up: JT Thompson, Sandy Evans Hall

##### Form Task Force to include:

- Organization Task Force Members: (Andy Chapman, Brett Williams), Marketing Committee members, Staff
- **Members: Becky Moore, Todd Jackson, DeDe Cordell, Brett Williams, Andy Chapman, JT Thompson, Sandy Evans Hall, Marguerite Sprague, Erin Casey**
- **Chair Brett Williams**

##### Direction:

- Review and augment comparative analysis
- Evaluate footprint of Cooperative Partnership, look at expanding to Truckee and South Lake Tahoe or other areas for project specific marketing
- Investigate TBID

##### Timeline:

- Form Task Force in August
- **First meeting October 25**
- **Discussed competitive set (Mammoth, Park City, Santa Cruz, and S. Lake Tahoe) and will come back with potential areas for research within that set. A Master Plan will be sent to all committee members and basic TOT percentages for the western resorts will be collected. Next Meeting is November 29, 1 hour prior to the Marketing Committee**
- Establish goals, work plan, and timeline
- Report back to Marketing Committee and NLTRA Board regularly

#### Chamber – Set up: Sandy Evans Hall

##### Form Task Force to include:

- Organization Task Force Member(s) (Adam Wilson), Business Association EDs, member businesses, other stakeholders, Staff

- **Members:** Erin Casey, Alex Mourelatos, Adam Wilson, Jim Phelan, Joy Doyle, Stacie Lyans, Jody Poe, Heather Segale, Kelly Twomey, Ginger Karl, Chris Perry,
- **Co-Chairs** are Joy Doyle and Alex Mourelatos
- **Facilitator TBD**, this was discussed and it was determined that a facilitator is not needed at this time

**Direction:**

- Identify duplication with Business Associations, what do other comparable destinations do?
- Explore how to strengthen Chamber in programs and funding, possible advocacy role with CI/T
- Look into hiring a facilitator that would be unbiased – seek funding from stakeholders? Possibly fund with Research & Planning (CI/T)
- Conduct a gap analysis via focus groups in each geographic area – what do businesses need or want the Chamber to do for their business
- Create a Chamber Committee tasked with the oversight and direction of programs and resources

**Timeline:**

- **First meeting September 20, 2:00 p.m. NLTRA, Second meeting October 12, 8:30 a.m.**
- **Currently gathering data from all organizations to include mission, funding, events, membership, benefits to better understand the areas of overlap and gaps where there is no service.**
- **Next meeting is November 21 and we will be looking at gaps in services that businesses may need as well as survey the businesses on their greatest barriers/challenges and their opportunities.**

## **CI/T Committee – Set up: Ron Treabess, Sandy Evans Hall**

**Form Task Force to Include:**

- Staff, Organization Task Force member(s), CI/T Committee Members (Jaime Wright, Will Garner, Erin Casey, Samir Tuma, Mike Staudenmayer – OTF member also)
- **Members:** Jaime Wright, Mike Staudenmayer, Will Garner, Erin Casey, Cindy Gustafson, Alex Mourelatos, Jim Phelan, Samir Tuma
- **Chair:** Samir Tuma

**Direction:**

- Identify pros/cons for switching administration of all projects to the County and what the best level of administration should switch
- Identify any cost or revenue impacts from this action

- What role in administration should remain at the NLTRA
- Prescribe ways to strengthen community voice and role of advocacy

**Timeline:**

- First meeting August 19, 12:30 p.m., second on September 14 at 8:00 a.m.
- Chair: Samir Tuma
- Identified tasks of administration that might be transferred to County, cost of services from County, cost of services from NLTRA, proposed new scope of work for NLTRA staff
- Final recommendation was agreed upon by subcommittee and County and will be before the Board of Directors on October 5 and will also be incorporated into the Agreement with Placer County to coincide with the fund balance amendment.

## **Administration – Set up: Erin Casey, Sandy Evans Hall**

**Form Task Force to include:**

- Jennifer Merchant, Erin Casey, David Boesch, Sandy Evans Hall, NLTRA Board Members (Samir Tuma, David Tirman, Adam Wilson), Legal Counsel, Organization Task Force Member(s)
- Chair TBD
- Sandy and Erin to work on initial draft contract
- 

**Direction:**

- Multi-year contract with annual budgets and work plans
- Institutional knowledge to be captured in an appendix- operational agreement
- Use of collaborative language

**Timeline:**

- Some initial changes will be made with the Fund Balance Amendment in October 2016 to clarify the changes in the CI/T administration in the NLTRA Scope of Work, to clarify the requirement to return all unspent funds or over spent funds in departments, flexing the Capital Investments and Transportation classes; and a revised set of metrics to measure success of the destination marketing program
- Goal is to have complete new contract approved by NLTRA board in June 2017. Some potential changes that have been discussed is to reduce the Scope of Work to a more general document describing services performed by the NLTRA and moving all the specific tasks and KPIs to the NLTRA Work Plan, rewording the punitive language into more of a shared

understanding partnership, reviewing the reporting structure and identifying what is meaningful.

- Timing around the contract development may also impact the timing of the strategic planning for the Board, moving that up to March or April to coincide with the budget and Scope of Work development, then finalized in the adoption of the Work Plan and Agreement with Placer County.

## **Board Governance – Set up: David Tirman, Sandy Evans Hall**

**Form Task Force to include:**

- Board Members (Samir Tuma, David Tirman plus others), Organization Task Force member(s), Staff
- **Members: Keith Vogt, Samir Tuma, David Tirman, Wally Auerbach, Tom Lotshaw, Sandy Evans Hall**
- **Chair: Wally Auerbach**

**Direction:**

- Determine whether membership votes by ballot or accepts a recommended slate (be sensitive to “good old boy club”) Also could have a portion be appointed members
- Explore how to expand the flexibility of the board
- Determine maximum and minimum number of board members and representation (recommended max. 15)
- Confirm role of County on the Board (recommended elected officials be voting members, staff be ex-officio or advisory)
- Consider factions that might have an appointed or elected seat on the board such as Education and Health Care

**Timeline:**

- **First Meeting September 12 at 1:00 p.m., Second Meeting October 6 TBD**
- Bylaws have been sent to all committee members, there will also be some comparative analysis such as 1)How does a larger board function ? What is the frequency of meetings?
- Group would like to start from scratch and identify what makes the most sense for the function and operation of the organization
- There will be a need to bring this group together with the Chamber Subcommittee to identify any governance input from this group
- **Next meeting will be November 16 at 3:30 p.m. The committee is looking at having a smaller number of representative categories such as Ski Area, Lodging, Recreation, Dining, and Retail. There could then be 6 At Large seats to maintain a board of 11 members. Placer County staff and TRPA would have advisory ex-officio positions at the Board. Staff will be defining the**

above categories, providing a breakdown of members in each category, and looking at how other similar organizations do packets and materials, and the length of their meetings.



## north lake tahoe

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### NLTRA Executive Committee

Tuesday, October 18, 2016

7:30 a.m. NLTRA Offices

### Report

#### A. Open Session

1. Items for Board Agenda – November 2
  - a. Election Process – Candidates for open seats
  - b. Nominations for Officers
  - c. Financial Audit
2. Strategic Discussion ideas –
  - a. Strategy for increasing Destination Visitor segment of market
  - b. Placer Recreational Facilities Master Plan – Andy Fischer – December Board Meeting**
  - c. Funding alternatives – Trails Development and Maintenance, Destination Visitor Marketing, Transit Vision
  - d. Homewood Development Update
  - e. Board Fiduciary Responsibility – Steve Gross**  
Sandy will contact Steve Gross to talk about legal issues with board governance.  
In addition, McClintock Accountancy will be presenting the audit for 2015-16.
3. Financial Reports, Audit, and Budget Update – Al Priester  
Al reported that the audit would be presented to the Finance Committee at their meeting on October 27 and would be before the NLTRA Board on November 2
4. October 25 – Board of Supervisors
  - a. Presentation of Work Plan
  - b. Approval of contract amendment  
The Board of Supervisors will be meeting in Kings Beach at the North Tahoe Event Center on October 25. Sandy will present the Work Plan for 2016-17 and the contract amendment that was approved by the NLTRA board in early October will also be on the agenda.
5. Staff Update – Events and Communication Manager, Membership Sales and Services Manager  
Amber Burke, Communication and Events Manager will be starting her position on October 24 and Sandy is interviewing for the Membership Sales and Services Manager. There are two very qualified candidates for this position. In the interim,

**Kym, Emily, Ron, Dawn and Lauren are assisting Sandy in various aspects of the position.**

6. Organization Structure Next Steps

- a. CI/T group completed
- b. Marketing group members selected – group to meet October 25
- c. Board Governance group met September 12, meeting October 18
- d. Contract – Erin and Sandy working on
- e. Chamber group met September 20, October 12

**Sandy reviewed the above progress with the Organization Structure and shared the minutes from the Chamber subcommittee.**

7. Measure M Update

Ron and Sandy will be presenting to the Rotary Club and Ron and Jaime are going to the TT Airport District and to the Northstar CSD. CATT has opposed the Measure and **Sandy spoke to the PAC member that did the research on it. They believe that 30 years is too long, don't like increasing sales tax because it impacts their purchases, and don't like the requirement of prevailing wage.**

8. Upcoming Events:

- a. October 21 – Membership Luncheon



**November 2, 2016**

**Subject: Monthly Activity Report—October, 2016**  
**From: Ron Treabess, Director of Community Partnerships and Planning**

**A. Capital Investment/Transportation Work Plan Projects—Update**

Attached is the monthly *Projects Currently Underway Funding Status* report as of October 31, 2016. This reflects the new project numbering system as developed with the County.

**B. Other Meetings and Activities Attended**

- Tuesday Morning Breakfast Club
- TMA Board Meeting
- LAFCo Board Meeting
- Tahoe Transportation District Board
- Annual Membership Luncheon
- Rotary Measure M
- Homewood Bike Trail Ribbon Cutting
- CI/T Committee Meeting
- Squaw Valley Public Service District Measure M
- Tahoe Truckee Airport District Board Measure M
- Squaw Valley Reception Measure M

**Projects Currently Underway Funding Status**  
**As of October 31, 2016**

<b>Placer BOS Approved Projects</b>	<b>Project Code</b>	<b>Contract Completion</b>	<b>Contract Amount</b>	<b>Remaining Funds</b>	<b>Possible 16/17 inv</b>
	<b>NLTINF-</b>				
Wayfinding Signage Installation	O30000	9/30/2016	\$150,000	\$75,885	\$75,885
Water Trail Wayfinding Signage	O31000	10/31/2016	\$25,000	\$3,268	\$3,268
N.T. Reg Park Trails & Signage	O32000	11/30/2016	\$135,000	\$135,000	\$135,000
Solar Powered Message Board	O33000*	9/30/2016	\$10,000	\$0	\$0
Tahoe City Field Station Signage	O34000	6/1/2016	\$6,250	\$3,134	\$3,134
Dollar Creek Shared-use	B-2	10/30/2016	\$265,000	\$265,000	\$265,000
North Tahoe Shared-Use Trail	O35000*	11/30/2017	\$250,000	\$237,774	\$115,000
Northstar/Martis Valley Bike Trail	O36000	11/30/2016	\$502,048	\$405,759	\$195,000
Truckee River Corridor Access Plan	O37000	10/31/2016	\$265,000	\$0	\$0
Truckee River Corridor Env. Doc	O38000*	10/31/2017	\$500,000	\$498,721	\$147,000
Homewood Trail Construction	O10000	10/15/2016	\$600,000	\$600,000	\$600,000
Tahoe Vista Recreation Area	O11000	11/11/2012	\$500,000	\$19,477	19,477
Truckee River Trail Restoration	O12000	10/31/2018	\$1,026,859	\$905,888	\$80,000
Squaw Valley Bike Trail Rehab	O13000*	6/30/2017	\$493,000	\$493,000	\$350,000
Donner Sum Gateway Sign/Kiosk	O14000*	6/30/2017	\$6,000	\$6,000	
The Stages for Performing Arts	O15000	7/31/2016	\$96,000	\$2,293	\$2,283
Tahoe Public Art Program	O16000	10/30/2016	\$150,000	\$134,152	\$75,000
Lake Tahoe Water Interactive	O17000	9/30/2016	\$65,000	\$5,560	\$5,560
Speedboat Beach Access MP	O18000	6/30/2016	\$50,000	\$50,000	\$50,000
Tahoe City Ice Rink	O19000*	12/31/2016	\$300,000	\$300,000	\$300,000
Community House	O21000	6/30/2016	\$400,000		
Fanny Bridge Hwy SR 89 Match	O21000	9/30/2018	\$1,490,000	\$1,490,000	
King's Beach Pier Concept Plan	O22000	6/30/2017	\$25,000	\$25,000	\$25,000
King's Beach Boardwalk & Gateway Plan	O23000	6/30/2016	\$150,000	\$76,259	\$60,000
Tahoe City Parking Project Plan	O24000	6/30/2016	\$85,000	\$85,000	\$60,000
Tahoe City Mobility Improvement Plan	O25000	6/30/2016	\$85,000	\$13,901	\$13,901
Tahoe City Mobility Improvements Env. Doc	O26000*	9/30/2017	\$300,000	\$300,000	\$150,000
Signage-Mile Markers (Maint)	O29000	On going	\$25,000	\$12,245	
Tahoe Pedestrian Safety (Maint)	O29000	On going	\$18,000	\$3,285	\$3,285
Tahoe City Winter Trail Snow(Maint)	O29000*	Need Approve	\$60,000		\$60,000
Squaw Valley Winter Trail Snow Removal (Maint.)	O29000*	Need Approve	\$70,000		\$70,000
Regional Transit System Brand	O27000	9/30/2016	\$100,000	\$47,784	\$47,484
TART Bus Shelter	O28000*	10/31/2016	\$65,000	\$65,000	\$65,000

**Approved Projects Totals:**

\$8,268,157      \$6,259,385      \$2,976,277

\*Projects to be Started During 16-17

KEY METRICS FOR SEPTEMBER 30, 2016 FINANCIAL STATEMENTS

Total District 5 TOT Collections by Quarter 2010 - 2016 (as reported thru Sep 2016)						
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total	
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550	
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876	
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425	\$ 11,694,363	
2013-14	\$ 4,401,526	\$ 2,048,674	\$ 3,494,493	\$ 1,637,062	\$ 11,581,755	
2014-15	\$ 4,560,082	\$ 2,414,779	\$ 3,428,463	\$ 1,741,213	\$ 12,144,537	
2015-16	\$ 4,871,553	\$ 3,874,276	\$ 5,413,262	\$ 2,339,536	\$ 16,498,627	
2016-17	\$ 1,261,813				\$ 1,261,813	

Visitor Information Comparative Statistics For Fiscal YTD 2013 - 2017 (thru Sep '16)					
Referrals -	2013/2014	2014/2015	2015/2016	2016/2017	YOY % Change
Tahoe City:					
Walk In/Events	20,227	20,705	21,446	22,337	4.15%
Phone/Email	881	714	713	824	15.57%
Kings Beach (Walk In Only)	9,685	6,211	8,239	3,455	-58.07%
Totals	30,793	27,630	30,398	26,616	-12.44%

Sales Tax Revenue by Fiscal Year Quarter - North Lake Tahoe (as of June 2016, 6 mth lag)					
Quarter	2012/13	2013/14	2014/15	2015/16	YOY % Change
First	\$ 724,645	\$ 860,783	\$ 885,368	\$ 875,768	-1.08%
Second	\$ 529,470	\$ 481,165	\$ 557,614	\$ 596,985	7.06%
Third	\$ 724,645	\$ 589,226	\$ 573,778		
Fourth	\$ 488,100	\$ 521,965	\$ 495,699		
Total	\$ 2,466,860	\$ 2,453,139	\$ 2,512,459	\$ 1,472,753	

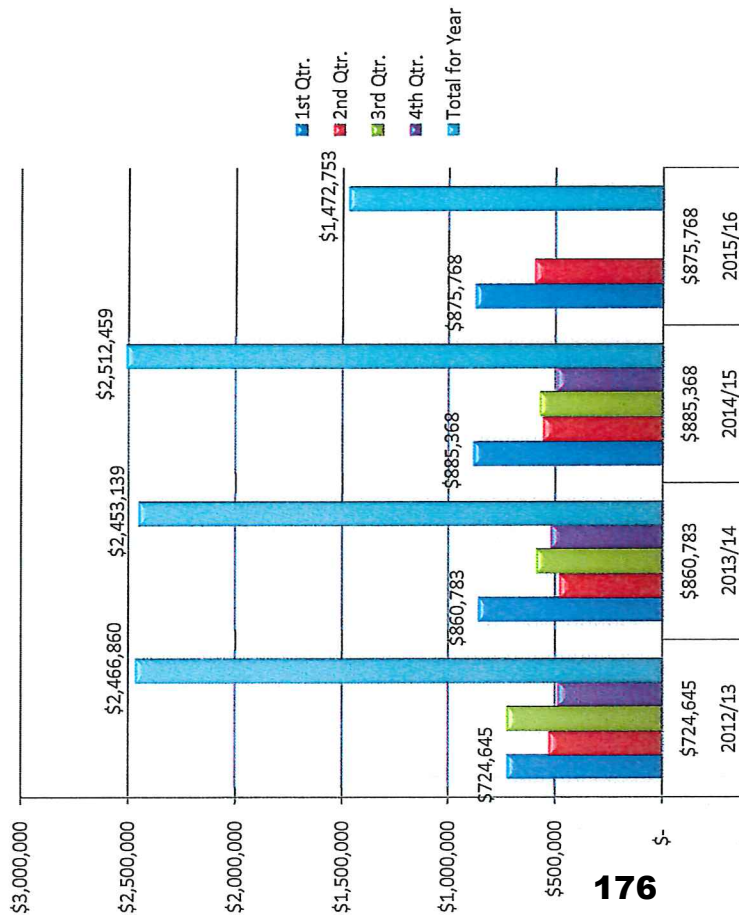
Unemployment Rates			
	June 2014	July 2015	Aug 2016
California (pop. 38,332,521)	7.1%	6.7%	5.5%
Placer County (367,309)	6.0%	5.2%	4.7%
Dollar Point (1,215)	7.1%	6.1%	1.1%
Kings Beach (3,893)	6.0%	6.8%	5.8%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	4.8%
Tahoe Vista (1,433)	10.1%	8.9%	4.1%

Destimetrics Reservations Activity				
	FYTD 15/16	FYTD 16/17	Change	
Occupancy	55.6%	60.4%	8.6%	
ADR (Average Daily Rate)	\$ 218	\$ 227	4.4%	
RevPAR (Rev per Available Room)	\$ 121	\$ 137	13.4%	
Occupancy 1 Mth Forecast	33.6%	31.9%	-5.0%	
ADR 1 Mth Forecast	\$ 176	\$ 198	12.6%	
RevPAR 1 Mth Forecast	\$ 59	\$ 63	7.0%	
Occupancy (prior 6 months)	53.1%	55.2%	4.0%	
ADR (prior 6 months)	\$ 235	\$ 244	3.7%	
RevPAR (prior 6 months)	\$ 125	\$ 135	7.9%	
Occupancy (next 6 months)	13.6%	16.6%	21.9%	
ADR (next 6 months)	\$ 232	\$ 251	8.2%	
RevPAR (next 6 months)	\$ 32	\$ 42	31.8%	

Infrastructure Fund Balances Held by Placer County		
as of 6/30/16 (Reported Quarterly)	Total Chamber Membership	
FY 2014-15 Contract	June 2013	465
FY 2015-16 Contract	June 2014	457
FY 2016-17 Contract	June 2015	474
Total Fund Balances	June 2016	508
	Sep 2016	467

Conference Revenue Statistics Comparison FYTD 15/16 vs. FYTD 16/17				
	2015-16	2016-17	YOY % Change	
FORWARD LOOKING (2015/16)	Actuals	Forecasted		
Total Revenue Booked	\$ 3,035,141	\$ 2,577,325	-15.08%	
Forecasted Commission for this Revenue	159,602	105,358	-33.99%	
Number of Room Nights	15,866	16,050	1.16%	
Number of Tentative Bookings	62	50	-19.35%	
CURRENT				
NLT - Annual Revenue Goal	\$ 2,800,000	\$ 2,800,000	0.00%	
Annual Commission Goal	\$ 175,000	\$ 135,000	-22.86%	
Conference Revenue And Percentage by County:				
	15-16	16-17		
Placer	75%	73%		
Washoe	22%	18%		
South Lake	3%	9%		
Nevada	1%	0%		
Total Conference Revenue	100%	100%		
	\$ 3,035,141	\$ 2,577,325		

## Annual Sales Tax Revenue - Lake Tahoe (Now on Fiscal Year Basis)

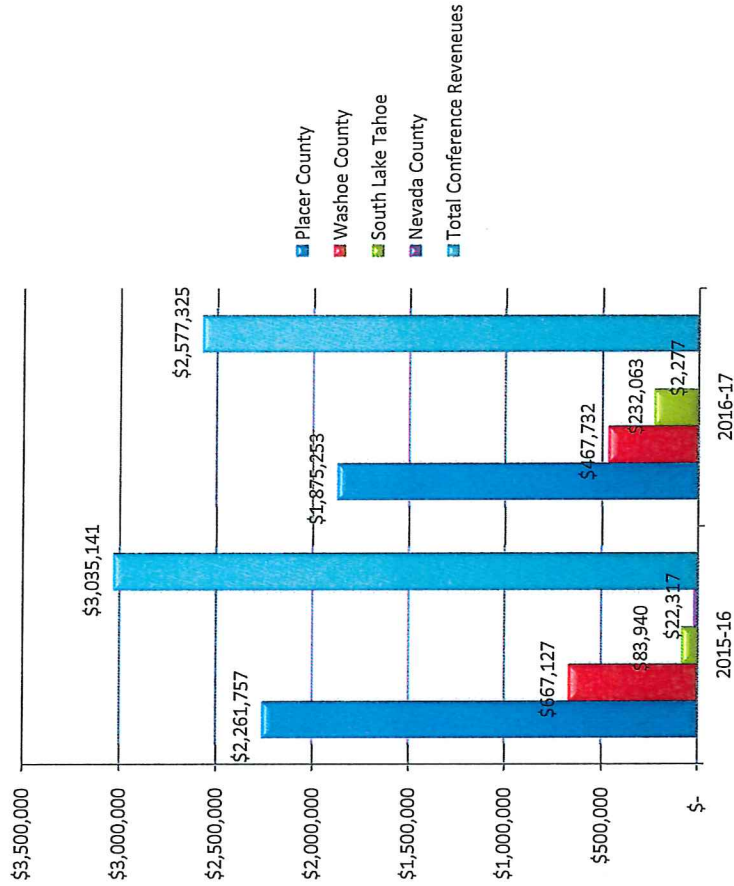


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### Sales Tax Revenue by Fiscal Year Quarter - North Lake Tahoe (as of June 2016, 6 mth lag)

Quarter	2012/13	2013/14	2014/15	2015/16	YOY % Change
First	\$ 724,645	\$ 860,783	\$ 885,368	\$ 875,768	-1.08%
Second	\$ 529,470	\$ 481,165	\$ 557,614	\$ 596,985	7.06%
Third	\$ 724,645	\$ 589,226	\$ 573,778	-	
Fourth	\$ 488,100	\$ 521,965	\$ 495,699	-	
Total	\$ 2,466,860	\$ 2,453,139	\$ 2,512,459	\$ 1,472,753	-41.4%

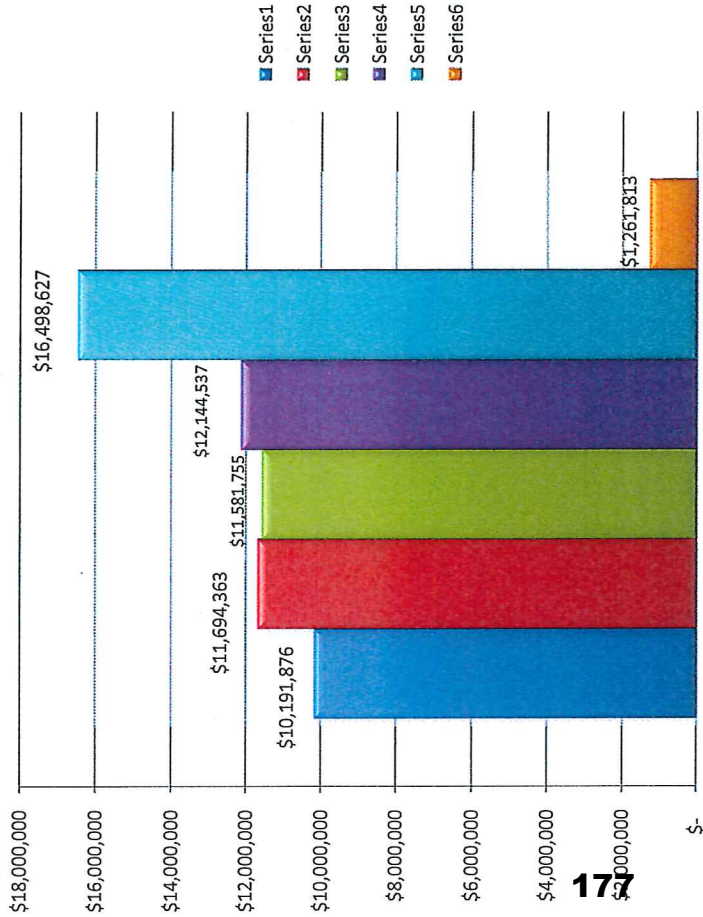
## Conference Revenue Statistics & Revenue Share by County



### Conference Revenue Statistics Comparison FYTD 15/16 vs. FYTD 16/17

	2015-16	2016-17	YOY % Change
<b>FORWARD LOOKING (2015/16)</b>	Actuals	Forecasted	
Total Revenue Booked	\$ 3,035,141	\$ 2,577,325	-15.08%
Forecasted Commission for this Revenue	159,602	105,358	-33.99%
Number of Room Nights	15,866	16,050	1.16%
Number of Tentative Bookings	62	50	-19.35%
<b>CURRENT</b>			
NLT - Annual Revenue Goal	\$ 2,800,000	\$ 2,800,000	0.00%
Annual Commission Goal	\$ 175,000	\$ 135,000	-22.86%
Conference Revenue And Percentage by County:			
Placer	\$ 2,261,757	\$ 1,875,253	-17.09%
Washoe	\$ 667,127	\$ 467,732	-29.89%
South Lake	\$ 83,940	\$ 232,063	176.46%
Nevada	\$ 22,317	\$ 2,277	-89.80%
Total Conference Revenue	\$ 3,035,141	\$ 2,577,325	-15.08%

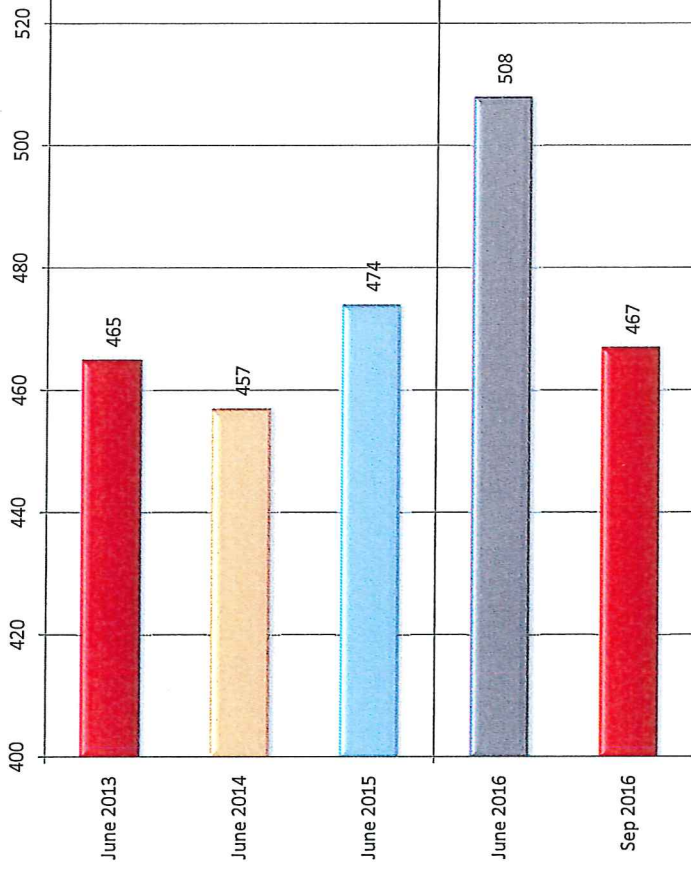
### 5-Year Annual TOT Collections (Fiscal Year Basis)



### Total District 5 TOT Collections by Quarter 2010 - 2016 (as reported thru Sep 2016)

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425	\$ 11,694,363
2013-14	\$ 4,401,526	\$ 2,048,674	\$ 3,494,493	\$ 1,637,062	\$ 11,581,755
2014-15	\$ 4,560,082	\$ 2,414,779	\$ 3,428,463	\$ 1,741,213	\$ 12,144,537
2015-16	\$ 4,871,553	\$ 3,874,276	\$ 5,413,262	\$ 2,339,536	\$ 16,498,627
2016-17	\$ 1,261,813	\$ -	\$ -	\$ -	\$ 1,261,813

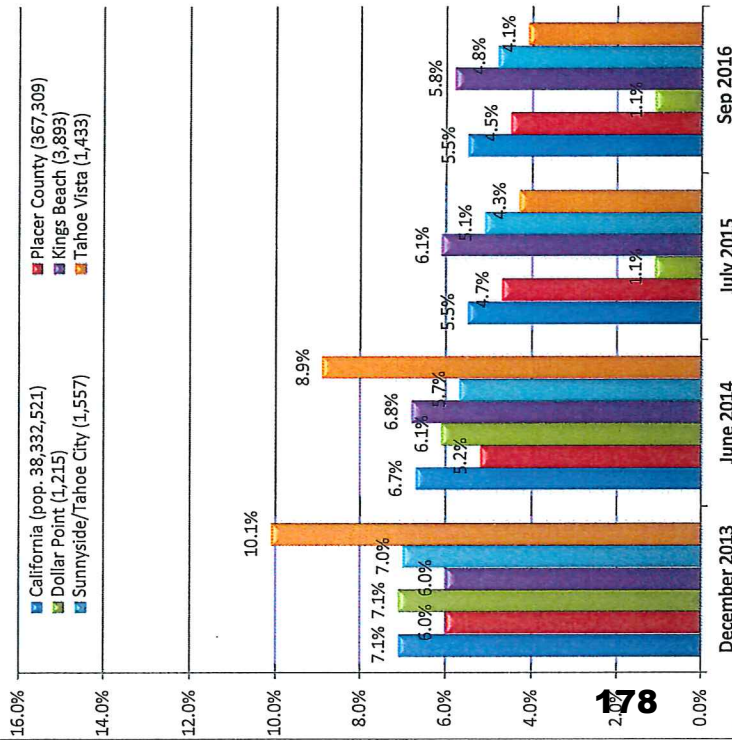
### Chamber Membership (# of Members)



### Chamber Of Commerce Total Membership

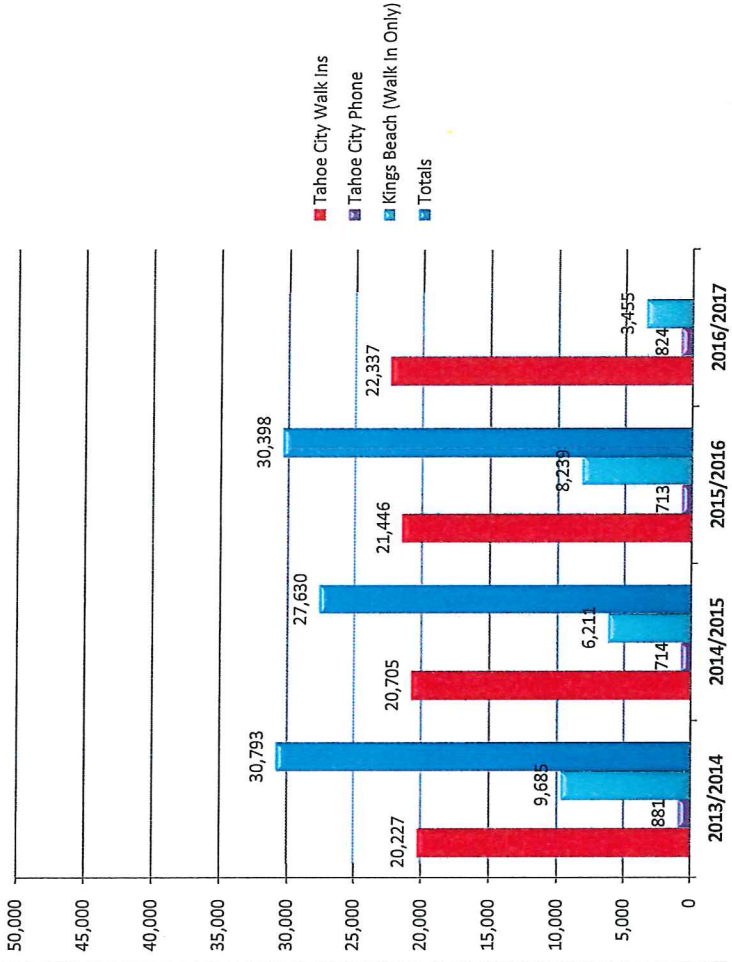
June 2013	465
June 2014	457
June 2015	474
June 2016	508
Sep 2016	467

## Unemployment Rates by Region



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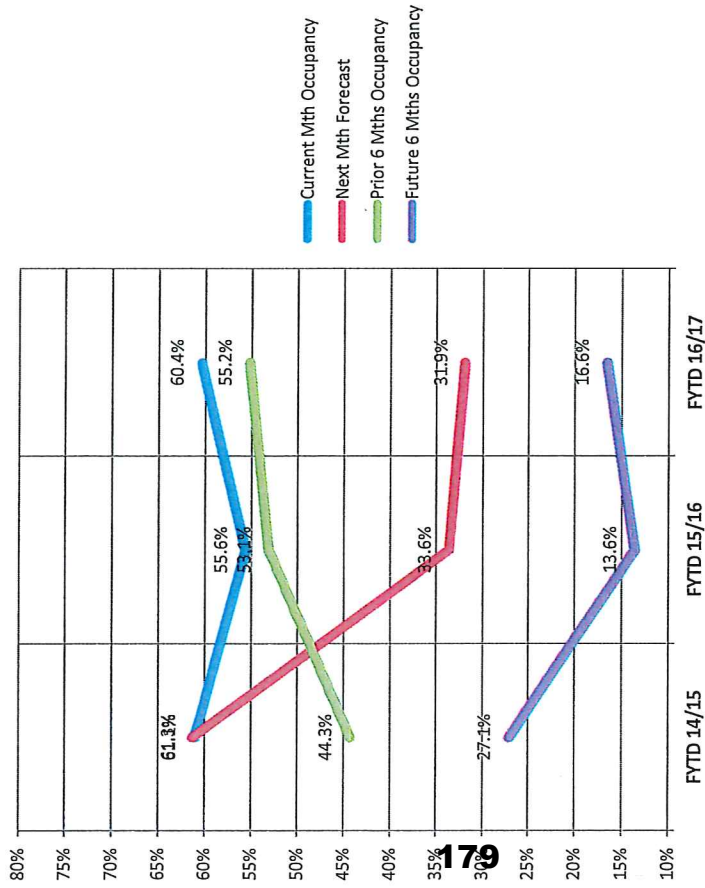
## Visitor Information - FYTD YOY



Visitor Information Comparative Statistics For Fiscal YTD 2013 - 2017 (thru Sep '16)					
Referrals -	2013/2014		2015/2016		YOY % Change
	Annual Totals	Annual Totals	Annual Totals	Annual Totals	
Tahoe City:					
Walk In	20,227	20,705	21,446	22,337	4.15%
Phone	881	714	713	824	15.57%
Kings Beach (Walk In Only, Jun-Sep)	9,685	6,211	8,239	3,455	-58.07%
Totals	30,793	27,630	30,398	26,616	-12.44%

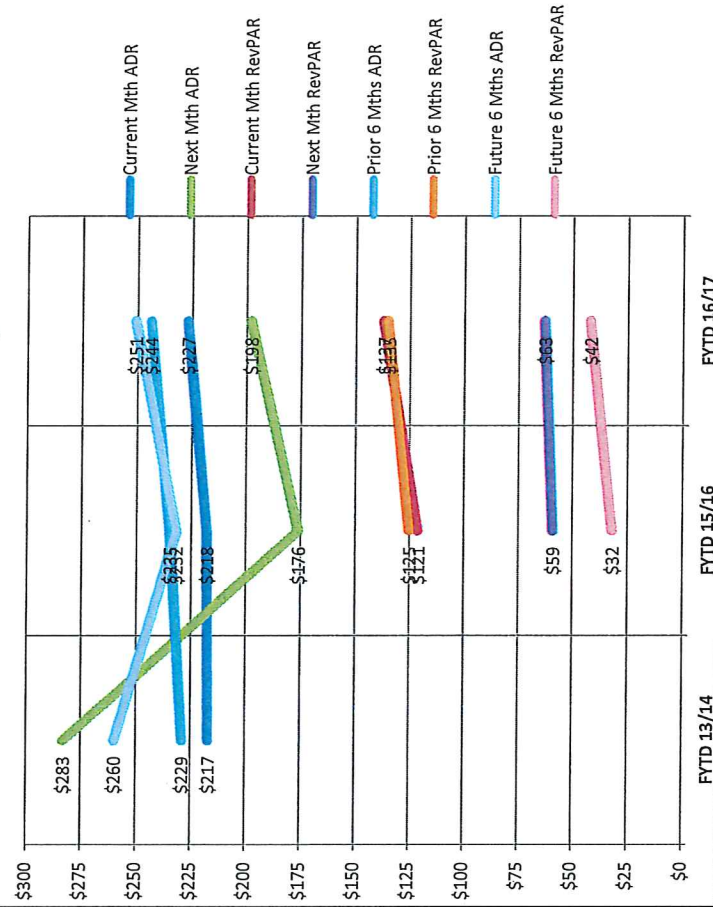
Unemployment Rates				
	December 2013	June 2014	July 2015	Sep 2016
California	7.1%	6.7%	5.5%	5.5%
Placer County	6.0%	5.2%	4.7%	4.5%
Dollar Point	7.1%	6.1%	1.1%	1.1%
Kings Beach	6.0%	6.8%	6.1%	5.8%
Sunnyside/Tahoe City	7.0%	5.7%	5.1%	4.8%
Tahoe Vista	10.1%	8.9%	4.3%	4.1%

## Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	FYTD 14/15	FYTD 15/16	FYTD 16/17	Y-O-Y Change
Occupancy	61.1%	55.6%	60.4%	8.6%
Occupancy 1 Mth Forecast	61.3%	33.6%	31.9%	-5.0%
Occupancy (prior 6 months)	44.3%	53.1%	55.2%	4.0%
Occupancy (next 6 months)	27.1%	13.6%	16.6%	21.9%

## Destimetrics RevPAR in NLT Comparisons



Destimetrics Reservations Activity	FYTD 13/14	FYTD 15/16	FYTD 16/17	Y-O-Y Change
ADR (Average Daily Rate)	\$217	\$218	\$227	4.4%
RevPAR (Rev per Available Room)	\$283	\$121	\$137	13.4%
ADR 1 Mth Forecast	\$229	\$176	\$198	12.6%
RevPAR 1 Mth Forecast	\$229	\$59	\$63	7.0%
ADR (prior 6 months)	\$260	\$235	\$244	3.7%
RevPAR (prior 6 months)	\$260	\$125	\$135	7.9%
ADR (next 6 months)	\$260	\$232	\$251	8.2%
RevPAR (next 6 months)	\$260	\$32	\$42	31.8%